



Report

Canadian Boreal Forest Agreement

Progress Report

External Project Management
Milestones

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Executive Summary

On May 18th, 2010, 21 major Canadian forest products companies who are members of the Forest Products Association of Canada (FPAC) and nine leading environmental non-government organizations (ENGOS) announced the signing of an ambitious multi-year collaborative agreement. This collaboration, called the Canadian Boreal Forest Agreement (CBFA or Agreement), commits the parties to achieving a set of six strategic goals that address both environmental and economic sustainability.

The six strategic goals are:

1. World-leading boreal “on-the-ground” sustainable forest management practices based on the principles of ecosystem based management, active adaptive management, and third party verification;
2. The completion of a network of protected areas that, taken as a whole, represents the diversity of ecosystems within the boreal region and serves to provide ecological benchmarks;
3. The recovery of species at risk within the boreal forest including species such as Woodland Caribou;
4. Reducing greenhouse gas emissions along the full life cycle from forest to end of product life;
5. Improved prosperity of the Canadian forest sector and the communities that depend on it; and
6. Recognition by the marketplace (e.g., customers, investors, consumers) of the CBFA and its implementation in ways that demonstrably benefit FPAC Members and their products from the boreal.

The Agreement contains provisions for an external third-party (KPMG) to provide periodic independent assessments of progress towards meeting agreed upon milestones and timelines established for each of the strategic goals. This report includes the results of progress assessments against the CBFA’s external project management milestones for the one year period from the signing of the CBFA to May 18, 2011. All of the CBFA’s external project management milestones are included in the scope of the progress assessment.

In conjunction with assessing progress, KPMG also monitors compliance with the FPAC members’ and ENGO’s commitments set out in the CBFA. The results of this compliance monitoring are set out in Appendix A.

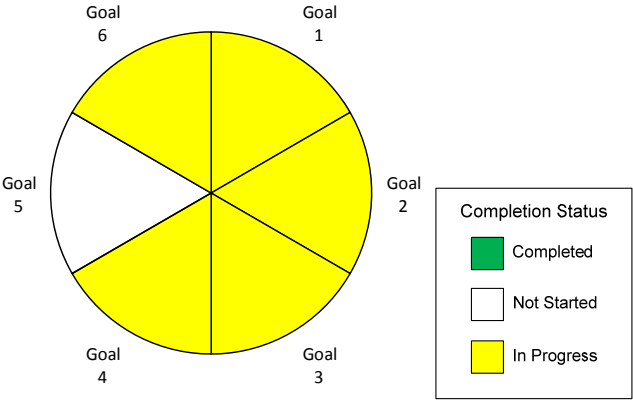
In conducting the progress assessments, KPMG reviewed the agendas, meeting minutes, progress reports and other documentation produced by the CBFA Secretariat and Steering Committee, and by each of the National Working Groups and three of the Regional Working Groups formed to implement the CBFA’s strategic goals. KPMG also interviewed persons with responsibility for implementing the CBFA, as well as reviewing the milestone deliverables produced in relation to each strategic goal, in draft or final form as applicable. In assessing and reporting progress in relation to the target milestone completion timeframes set out in the CBFA, KPMG utilized July 1, 2010 as the start date. This is consistent with the start date utilized internally by the CBFA signatories to track and report performance.

KPMG’s assessments were undertaken primarily in relation to the CBFA’s external project management milestones and, unless stated otherwise, do not include assessments of the actions of others (e.g. governments, Aboriginal people, other key stakeholders) required to implement the CBFA.

Summary of Progress

During the twelve months since the signing of the CBFA, considerable progress has been made in implementing the Agreement. As illustrated by Exhibit 1, work is underway on five of the six CBFA strategic goals (Goal #5 has no milestones targeted for completion during the first year of the CBFA).

Exhibit 1: The CBFA Strategic Goals - Completion Status



Notwithstanding the progress that has been made, progress-to-date in relation to the milestone completion timeframes anticipated in the CBFA is lagging. There are 20 project management milestones set out in the CBFA that were targeted for completion within a year of signing the Agreement. As illustrated in Exhibit 2, our assessment shows that five of these milestones have been completed, work is in-progress on ten, work has not yet started on four and for one an obstacle has been encountered.

Exhibit 2: Status of Milestones due in Year 1 of CBFA Implementation

Goal	Milestones								
	M1	M2	M3	M4	M5	M6	M7	M8	M9
1	Completed	In Progress	Not Started	In Progress	Not Started	Not Started	Not Started	Not Started	Not Started
2	In Progress	In Progress	Obstacles Encountered	In Progress	Not Started	Not Started	Not Started	Not Started	Not Started
3	In Progress	In Progress	In Progress	Not Started	Not Started	Not Started	Not Started	Not Started	Not Started
4	Not Started	Not Started	In Progress	Not Started	Not Started	Not Started	Not Started	Not Started	Not Started
5	Not Started	Not Started	Not Started	Not Started	Not Started	Not Started	Not Started	Not Started	Not Started
6	Not Started	Not Started	Not Started	Not Started	Not Started	Not Started	Not Started	Completed	Completed
General	Completed	Completed	In Progress	Not Started	Not Started	Not Started	Not Started	Not Started	Not Started

Completion Status Colours

Completed In Progress Not Started Obstacles Encountered

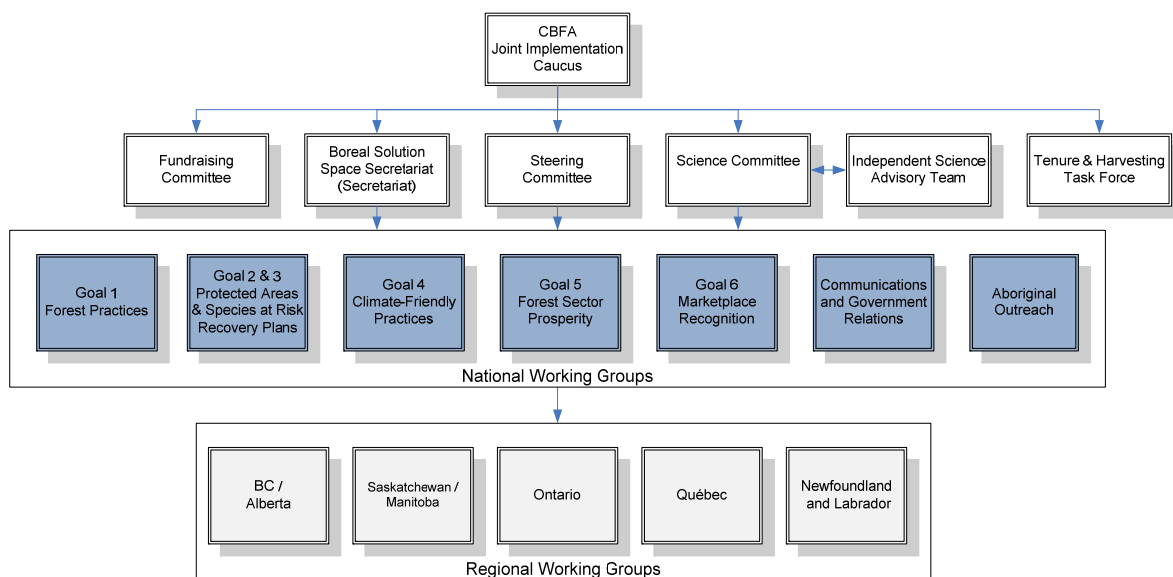
Major Achievements

Developing Organizational and Science-Based Capacity

As shown in Exhibit 3, a substantial organizational structure has been created to oversee and facilitate the implementation of the Agreement, including the creation of:

- A Joint Implementation Caucus responsible for providing general oversight with respect to the implementation of the CBFA and making final decisions relating to all substantive issues associated with implementing the CBFA and associated products;
- A Steering Committee responsible for dealing with and making decisions in relation to strategic oversight and governance of the implementation of the CBFA and associated products;
- A CBFA Secretariat, which reports to and takes direction from the CBFA Steering Committee and is responsible for all required project management and logistics;
- National and Regional Working Groups, whose members report to their respective organizations but for the purposes of implementing the CBFA report progress to the Steering Committee through the Secretariat, and are responsible for the development of information, options, and “straw dog” drafts to support discussion of substantive issues associated with the implementation of the CBFA and associated products; as well as coordinating the collaborative between FPAC, FPAC Members and ENGOs at both the national and regional level required to successfully implement the CBFA and associated products; and
- Various task forces and committees have been formed to support the National and Regional Working Groups, including a Science Committee supported by Independent Science Advisory Teams.

Exhibit 3: The CBFA Organizational Structure



Planning and reporting processes amongst these organizational units have been developed and implemented, including periodic progress reporting through the Secretariat to the Steering Committee. Terms of Reference, workplans and budgets have been developed for the

National and Regional Working Groups, and Working Group Coordinators have been engaged. A CBFA Science Coordinator has also been hired. A shared electronic workspace has been created to house project related documents and facilitate efficient information sharing.

Milestone Progress

During the first twelve months since the signing of the CBFA, work has focused primarily on the milestones associated with the CBFA's strategic Goals 1 through 3.

A Forest Practices Experts Panel was recruited and formally engaged for Goal 1, which includes expertise in boreal ecosystem-based management and forest practices auditing, and work is underway to develop world-leading boreal sustainable forest management practices, based on principles of ecosystem-based management, active adaptive management and third party verification.

Goals 2 and 3 are being implemented jointly and concurrently. An important principle of the CBFA is that decisions be based on the best available science wherever possible. Independent Science Advisory Teams (ISATs) have been formed for Goals 2 and 3 and the scope of work required from the ISATs has been developed. Work is underway to complete a network of proposed protected areas and facilitate the recovery of species at risk across the boreal forest. This work has included providing consensus input into applicable forest planning by governments and the forest industry in two of the phase 1 priority areas set out in the CBFA.

Work on Goal 4 to reduce greenhouse gas emissions along the life cycle of forest products is in its early stages but underway. Work has not yet commenced on Goal 5 milestones (Note: no goal 5 milestones were due this assessment period).

A Customer and Investor Update Group, subsequently renamed the Boreal Business Forum, was formed in respect of Goal 6 and the first periodic meeting of this group has been conducted in accordance with the CBFA milestone completion timeframes. Both of the Goal 6 milestones due in the first year of implementation have been completed.

Developing a Forum for Collaboration and Facilitation

The CBFA was negotiated over a two-year period and is viewed by its Signatories as a landmark Agreement. It is seen to be a major step forward from a long-standing adversarial relationship between ENGO's and FPAC members toward a renewed relationship of collaboration and facilitation in working to achieve common goals. As an example, the Signatories committed to jointly advocating for, and working with governments, aboriginal groups, communities and stakeholders to accelerate the completion of a protected areas network across Canada's boreal region.

The progress made during the first year of the Agreement in achieving the CBFA Goals has not been without challenges. The ENGOs and the FPAC Members have each raised concerns respecting certain activities undertaken by Signatories. However, consistent with the intent of the CBFA, an ad hoc "Undercurrents" forum was initiated in which each caucus communicated their respective concerns and met to discuss and bring solutions to the issues at hand. With the assistance of a facilitator, conclusions were reached and the CBFA's commitment to work jointly and collaboratively toward a common end was renewed. In addition, the Signatories agreed that there would be value in implementing a process whereby emerging issues and concerns, "Undercurrents", can be raised on a more regular proactive basis, and steps are underway to implement such a process. Some of the renewed

commitments which stemmed from the Undercurrents discussion are summarized in Exhibit 4.

Exhibit 4 – CBFA Undercurrents

ENGOS, FPAC and FPAC Members’ Renewed Commitments
ENGOS renewed their commitment to ensure that all external messages / communications make “prominent” reference to both the CBFA and to the “twin pillars ¹ ” that underpin the CBFA.
Where other parties undertake public messaging contrary to the spirit and intent of the CBFA, FPAC and FPAC Members committed to responding publically and proactively based on the “twin pillars” that underpin the CBFA.
ENGOS and FPAC committed to undertaking joint briefings of MLAs etc. outlining the purpose of the CBFA and its underlying principles.
ENGOS and FPAC each renewed a commitment to ensure that all “private communications” with governments on issues associated with the CBFA and its implementation will be materially consistent with the CBFA and with public communications, including joint communications undertaken by ENGOS, FPAC and FPAC Members.
FPAC Members’ committed to ensuring that if they have any reservations with respect to a course of action proposed during a meeting that they specifically raise/identify such reservations at that meeting – the objective to avoid a different understanding of whether a proposed course of action was in fact agreed to.
ENGOS acknowledged that for industry to prepare proposals for government consideration, or to consider proposals from ENGOS, forest companies have a bona fide need for time to do analysis in order to clearly identify, understand and quantify the implications of such proposals.

Day One Commitments and Ongoing Compliance Requirements

An important element of the CBFA is the specific commitments made by the signatories to the Agreement that took effect upon the signing of the Agreement on May 18, 2010, as well as further commitments which take effect upon the completion date of certain milestones. During this first assessment period, there were no milestones due for completion that encompass further ongoing compliance commitments, and no such milestones were completed during this assessment period.

The Agreement sets out 16 specific Monitored Day One Commitments for the signatories to the CBFA, including:

- A commitment by forest companies to defer harvesting in certain areas pending the completion of Caribou action plans;
- A commitment by ENGOS to encourage those developing procurement policies to do so in a manner that does not preclude forest products from the boreal operations of FPAC members; and

¹ A guiding principle of the CBFA is for the Signatories to endeavor to concurrently achieve high degrees of both ecological integrity and socio-economic prosperity.

- A commitment of FPAC, FPAC members, and ENGOs to jointly and/or individually develop and publish articles in agreed-upon relevant trade journals and other media describing the CBFA and progress under it.

In order to monitor for compliance with the Monitored Day One Commitments, the Agreement requires that, *“Where FPAC, a FPAC Member, or an ENGO believes there is an ongoing compliance issue with a particular Project Management Milestone or Monitored Day One Commitment, they shall advise the Independent Assessor of this in writing...”*²

Complete lists of the CBFA’s Monitored Day One Commitments and ongoing compliance requirements as of May 18, 2011 are included in Appendices B and C to this report.

Our compliance report, including reported compliance issues, is attached as Appendix A to this report.

Major Obstacles and Opportunities

Achieving the Ecological Elements of the CBFA

A keystone objective of the CBFA is to achieve substantial completion of the ecological elements of the CBFA through the completion of key milestones associated with Goals 1, 2 and 3, while at the same time achieving a high degree of socio-economic prosperity. In summary, substantial completion of the ecological elements of the CBFA occurs once the CBFA signatories finalize and implement, to the extent practicable without the need for government approval, the jointly developed world-leading forest practices, proposed protected areas and proposed Caribou action plans across Canada’s boreal region.

While work has been prioritized and is underway concurrently on ten of the 14 milestones due this assessment period for Goals 1, 2 and 3, we note that achieving the milestones for these goals is a major undertaking and considerable work remains to be done. Only one of the milestones due this assessment period has been completed and for another milestone, the requirement to complete a pan-boreal gap analysis in respect of protected areas across the boreal, obstacles have been encountered and progress has been stalled. In our opinion, there is a very real potential for the implementation lags in relation to these important milestones to become significant.

We recommend that the CBFA Steering Committee take the steps to ensure that all reasonable actions are taken on a priority basis to complete the work required in relation to Goal 1, 2 and 3 milestones, which are concomitant to substantial completion of the ecological elements of the CBFA, including:

- **Assessing whether resource constraints at the National and Regional Working Group levels are impeding milestone progress and, if so, supplement resources as required to expedite the completion of the applicable milestones;**
- **On a priority basis, funding the completion of the pan-boreal gap analysis anticipated under Goal 2 (milestone 3); and**
- **Prioritizing and re-sequencing the activities of the Regional Working Groups to focus on expediting the completion of the Goals 2 and 3 milestones.**

² CBFA Schedule B, Section 5c

Milestone Target Completion Timeframes

The milestone target completion timeframes set out in the CBFA were, *“intended as stretch goals (i.e. intentionally ambitious) and, as such, may require periodic review and refinement...”*³. We observed that many of the milestone completion timeframes set out in the CBFA do not reflect reasonable timeframes for the required work to be completed. We were advised during our interviews, that the milestone timeframes set out in the CBFA reflect the critical path required in order for all milestones to be completed within the three-year term of the CBFA, rather than being based on estimates of the time required to identify and complete the work necessary to complete each milestone.

We also observed that the intentionally ambitious milestone completion timeframes set out in the CBFA have provided the intended incentive to expedite progress, but, at the same time, these timeframes have the potential to reflect poorly on the CBFA Signatories’ ability to achieve and demonstrate a track record of success in implementing the CBFA.

We recommend that the CBFA Steering Committee review and refine the milestone target completion timeframes and ensure that the completion timeframes are achievable based on the anticipated work required, continue to provide incentive for timely completion of the work required and reflect the experience gained during the first year of the CBFA.

Additionally, the July 1, 2010 start date utilized by the CBFA Secretariat and Steering Committee to monitor and report progress in relation to the achievement of the CBFA milestones does not reflect the actual date on which work commenced. Based on the interviews we conducted and the documentation reviewed, it is our conclusion that September 1, 2010 would more accurately reflect the start date of work on the CBFA milestones. We note that considerable upfront work was required and undertaken from the inception of the CBFA to September 1, 2010, focussed primarily on building the substantial organizational structure required to implement the CBFA.

We believe that the July 1, 2010 start date utilized to track and report progress in relation to the milestone target completion timeframes unintentionally diminishes the ability for the CBFA Signatories to demonstrate their achievements in completing the CBFA milestones.

We recommend that the CBFA Steering Committee give consideration to utilizing September 1, 2010 as the start date against which progress on the achievement of milestones is formally assessed and reported.

Achieving Goals 4 and 5

Only one milestone under Goal 4 was targeted for completion during the first year of the CBFA, and it is in its early stages of implementation. Work has not yet commenced on Goal 5 milestones. We recognize that the focus during the first year of the CBFA was on completing the milestones under Goals 1 through 3, however there are 5 milestones for Goal 5 and 3 additional milestones for Goal 4 that are targeted for completion during the next six months. It is our observation that there is a high likelihood that these milestones will not be achieved as intended unless action is taken.

We recommend that the CBFA Steering Committee take steps to ensure that the milestones coming due in the next six months under Goals 4 and 5 are completed within the targeted completion timeframes, including:

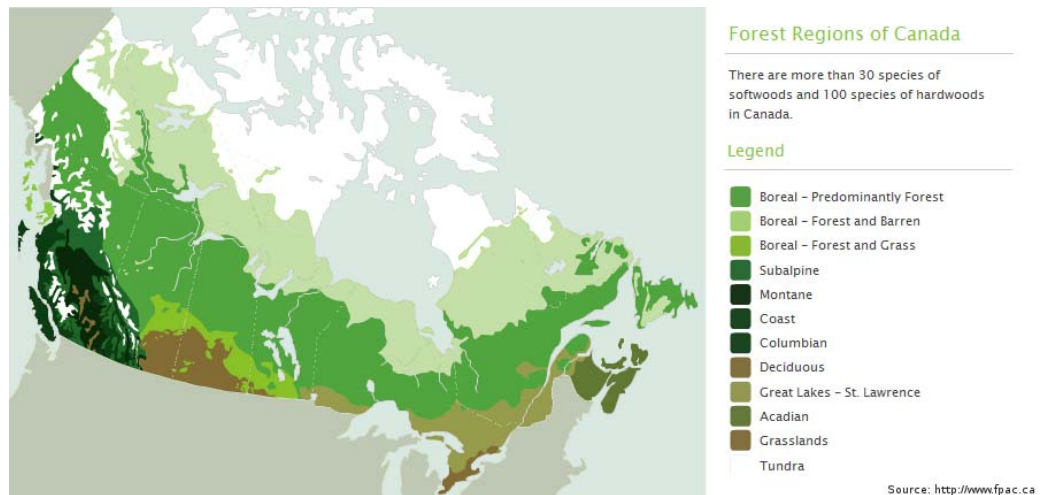
³ CBFA Schedule B, Section 3c

- **Assessing whether the dual role of the Goal 1 and Goal 4 National Working Group Coordinator has the potential to impede progress on achieving upcoming Goal 4 milestones and, if so, assigning a dedicated Coordinator to Goal 4; and**
- **Assigning a Coordinator to the National Working Group for Goal 5, which currently does not have a Coordinator and work has not commenced.**

Scope and Objectives

Background

The Boreal forest of Canada is one of the largest remaining untouched stands of timber in the world, along with the Siberian taiga and sections of the Brazilian rainforest. Efforts have been under way for many years to bring together members of the forestry industry with conservation groups in order to balance economic activity with the desire to protect Canada's boreal forests and unique diversity of ecosystems and species.



On May 18th, 2010, 21 major Canadian forest products companies who are members of the Forest Products Association of Canada (FPAC) and nine leading environmental non-government organizations (ENGOS) announced the signing of an ambitious multi-year collaborative agreement. This collaboration, called the Canadian Boreal Forest Agreement (CBFA or Agreement), commits the parties to achieving a set of six strategic goals that address both environmental and economic sustainability.

The six strategic goals are:

1. World-leading boreal “on-the-ground” sustainable forest management practices based on the principles of ecosystem-based management, active adaptive management, and third party verification;
2. The completion of a network of protected areas that, taken as a whole, represents the diversity of ecosystems within the boreal region and serves to provide ecological benchmarks;
3. The recovery of species at risk within the boreal forest including species such as Woodland Caribou;
4. Reducing greenhouse gas emissions along the full life cycle from forest to end of product life;
5. Improved prosperity of the Canadian forest sector and the communities that depend on it; and

6. Recognition by the marketplace (e.g., customers, investors, consumers) of the CBFA and its implementation in ways that demonstrably benefit FPAC Members and their products from the boreal.

Purpose and Objectives

The Agreement contains provisions for an external third-party (KPMG) to provide periodic independent assessments of progress towards meeting agreed upon milestones and timelines. The primary purpose of the independent progress assessments is to maintain internal accountability.

The specific objectives of the progress assessments are to:

- Provide an independent evaluation of progress being made toward the implementation of the CBFA project management milestones;
- Highlight any milestones not achieved and explain the reasons for the gap;
- Provide recommendations as to schedule revisions and consequential changes to the future milestones, as necessary;
- Monitor ongoing compliance with key CBFA commitments;
- Report any non-compliance situations and the reasons why ongoing compliance did not occur; and
- Provide recommendations on required action to achieve compliance, where deemed appropriate.

Scope

KPMG assessed progress in meeting both the internal project management milestones and external project management milestones as summarized in the CBFA. This report includes the results of progress assessments against the CBFA's external project management milestones as at May 18, 2011. All of the CBFA's external project management milestones are included in the scope of the progress assessment.

In conducting the progress assessments, KPMG reviewed the agendas, meeting minutes, progress reports and other documentation produced by the CBFA Secretariat and Steering Committee, and by each of the National Working Groups and three of the Regional Working Groups formed to implement the CBFA's strategic goals. KPMG also interviewed persons with responsibility for implementing the CBFA, as well as reviewing the milestone deliverables produced in relation to each strategic goal, in draft or final form as applicable.

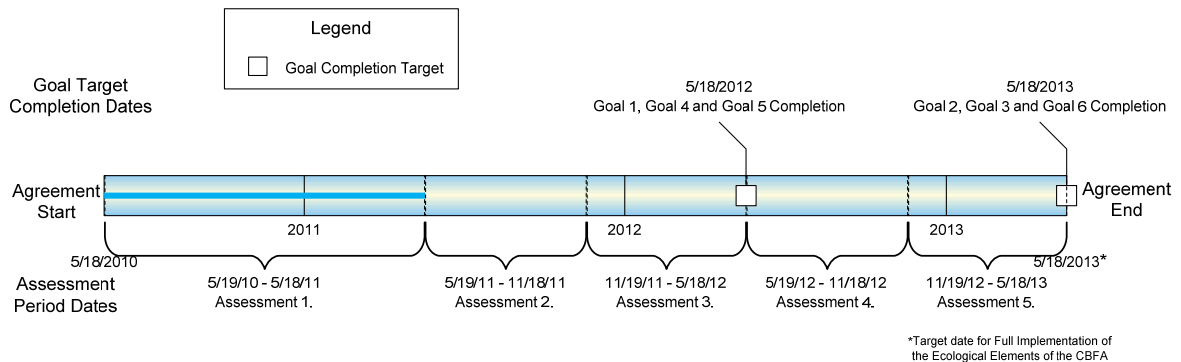
In assessing and reporting progress in relation to the target milestone completion timeframes set out in the CBFA, KPMG utilized July 1, 2010 as the start date. This is consistent with the start date utilized internally by the CBFA signatories to track and report performance.

The assessments are undertaken primarily in relation to the CBFA's external project management milestones and, unless stated otherwise, do not include assessment of the actions of others (e.g. governments, Aboriginal people, other key stakeholders) required to implement the CBFA.

In conjunction with assessing progress, KPMG also monitors and reports on compliance with Monitored Day One Commitments set out in the CBFA, as well as with project management milestones that have been achieved and which have ongoing compliance requirements. The applicable Monitored Day One Commitments and project management milestones that have ongoing compliance requirements are set out respectively in Appendices B and C to this report.

Timeline

In accordance with the CBFA, KPMG will table draft and final reports (herein referred to as the Independent Progress Reports) to the Steering Committee within 30 days of the end of each six-month assessment period. At each reporting period, there will be two reports, one assessing internal project milestones and one assessing external project milestones. These reports will be produced at regular intervals of six months and continuing for a period of five years after “Full Implementation of the Ecological Elements”⁴ of the CBFA is achieved. This timeline will be altered for the first six-month assessment period and the first two assessment periods will be reported as one 12-month period.

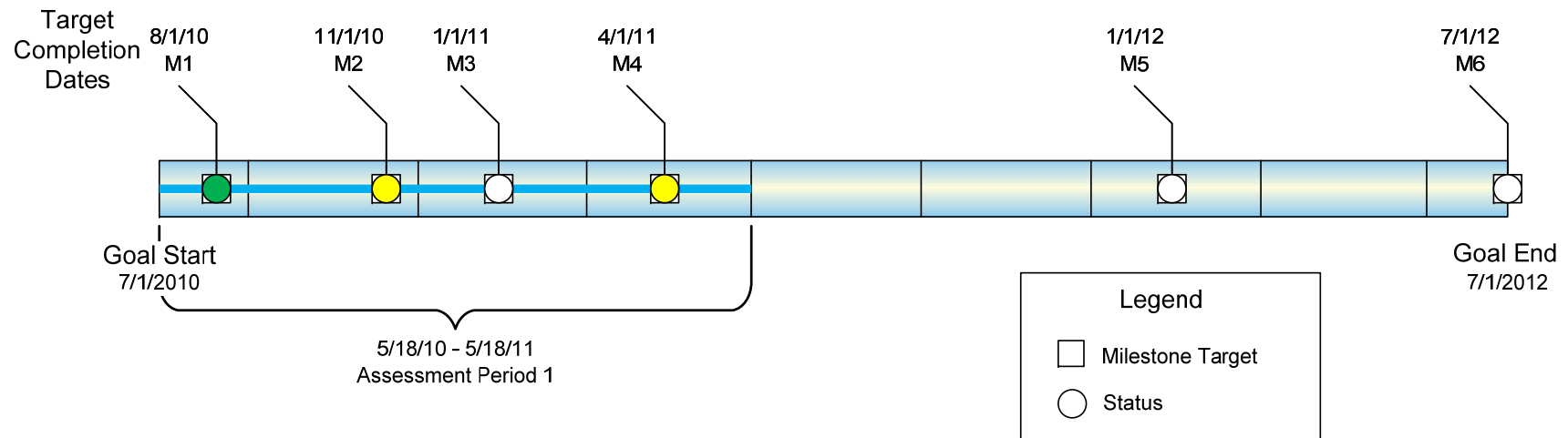
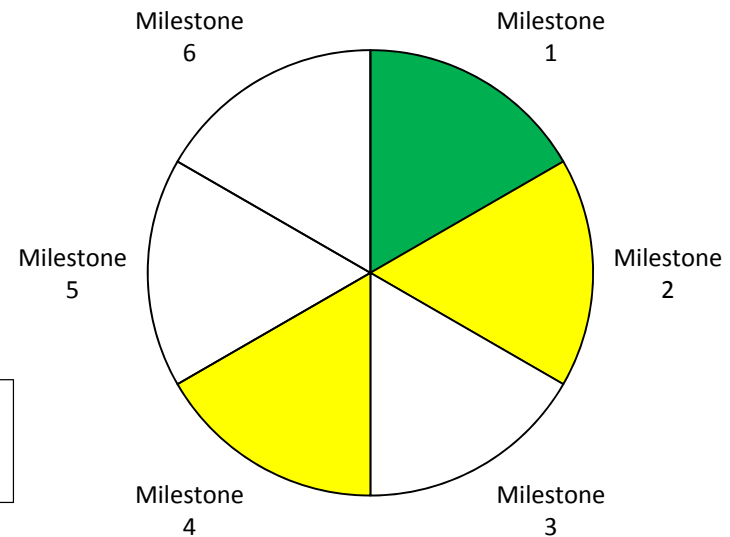
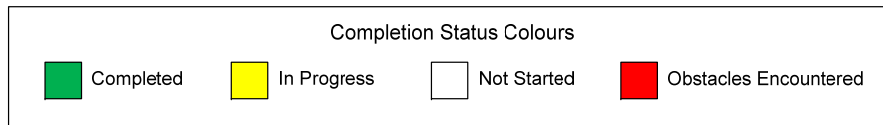


⁴ Full Implementation of the Ecological Elements of the CBFA occurs once full implementation of Goal 1 has taken place and once Government Designated Protected Areas and Government Caribou Action Plans have been established in a manner consistent with the CBFA Proposed Protected Areas and CBFA Proposed Caribou Action Plans.

Progress Assessments

Status of Goal 1: Forest Practices

World-leading boreal “on-the-ground” sustainable forest management practices based on the principles of ecosystem based management, active adaptive management, and third-party verification.



Goal 1: Overview and Progress Assessment

Overview

The CBFA Signatories are committed to establishing and implementing world-leading “on-the-ground” sustainable forest management practices with third-party verification. In doing so, the Signatories believe it is important to build on existing work (the standards in the existing three major certification programs: the Canadian Standards Association (CSA), the Forest Stewardship Council (FSC), and the Sustainable Forestry Initiative (SFI)) rather than build a new (fourth) set of standards from scratch. The Signatories understand “on-the-ground” to mean “EBM-related stand-level and landscape-level planning and forestry practices.” The Signatories will jointly identify critical policy gaps and barriers to the implementation of these world-leading practices as well as jointly identify and implement a strategy for addressing such gaps and barriers. The Signatories will also jointly advocate for any regulatory reform required to facilitate implementation of these world-leading forest practices in FPAC Member tenures across Canada’s Boreal Forests.

Progress Assessment

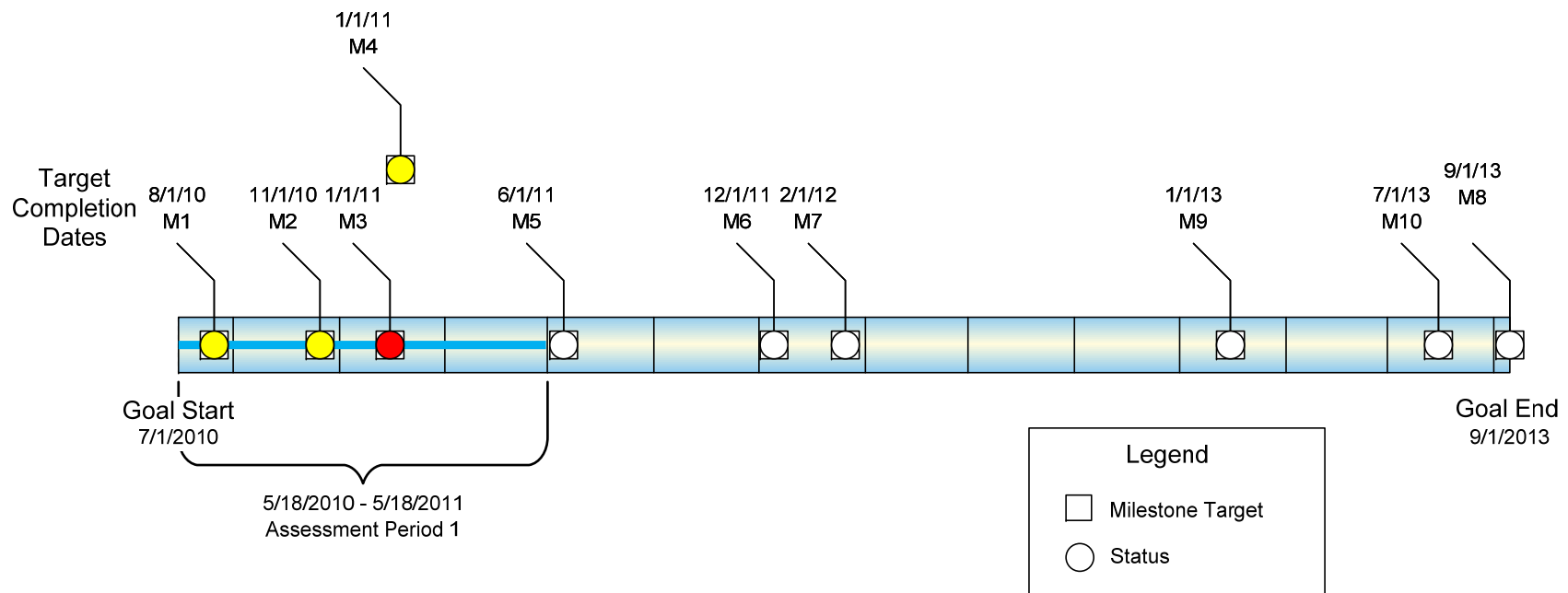
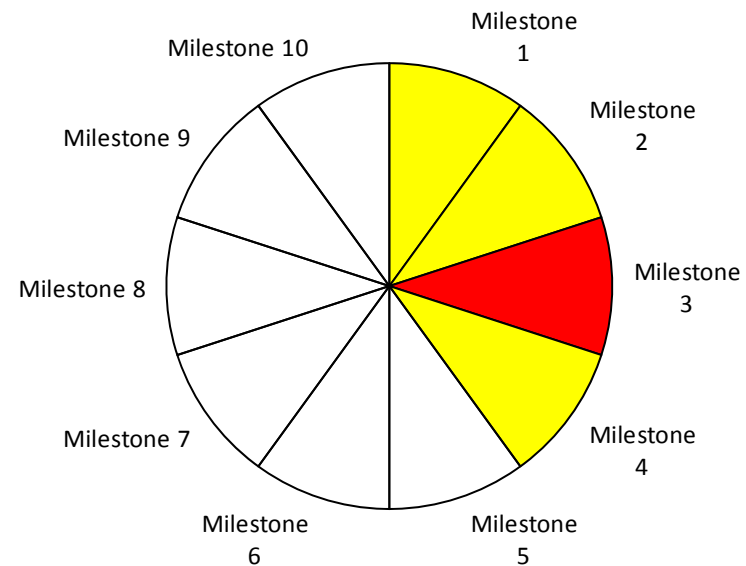
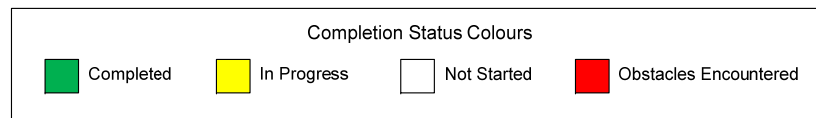
Milestone	Achievements & Progress Current Period	Status / Gap Analysis	Recommendations
1. The Forest Practices Experts Panel is identified and formally engaged (CBFA Reference: Goal 1, Section 3(a)).	<p>The stretch target date for completion of this milestone was month 1 (August 1, 2010).</p> <p>The Forest Practices Experts Panel was identified and formally engaged on September 1, 2011.</p> <p>A Terms of Reference for the Forest Practices Experts Panel has been developed and finalized by the National Working Group.</p> <p>A workplan consistent with the CBFA milestones has been developed.</p>	Completed.	None required.
2. Draft recommendations from the Forest Practices Experts Panel are finalized and delivered to FPAC, FPAC Members and ENGOs (CBFA Reference: Goal 1, Section 3(a)).	<p>The stretch target date for completion of this milestone was month 4 (November 1, 2010).</p> <p>The Forest Practices Experts Panel has met via conference call and, in conjunction with the Goal 1 National Working Group, via two-day</p>	In-progress.	None required.

Milestone	Achievements & Progress Current Period	Status / Gap Analysis	Recommendations
	<p>workshops. The Panel identified the need for expertise in boreal ecosystem-based management (EBM) in order to develop world class principles for EBM in the boreal forest. Persons with the requisite expertise were identified and engaged.</p> <p>The key deliverables for this milestone during this assessment period are:</p> <ul style="list-style-type: none"> ■ A recommended draft set of EBM principles and indicators applicable to the boreal; ■ A recommended approach to efficient implementation of the EBM principles and indicators; and ■ A recommended approach to the verification of compliance with the EBM principles and indicators that is credible and transparent <p>A draft set of EBM principles applicable to the boreal, along with explicit criteria and indicators for each principle, has been developed by the Experts Panel for review by the National Working Group. Input from Regional Working Group Coordinators is in-progress, culminating in a two day workshop scheduled for May 25th and 26th. The National Working Group has also developed an initial draft</p>		

Milestone	Achievements & Progress Current Period	Status / Gap Analysis	Recommendations
	audit methodology to facilitate verification of the applicable indicators by CBFA participants.		
3. FPAC, FPAC Members and ENGOs finalize agreement on world- leading forest practices to be established under Goal 1 and the timelines and milestones for implementing those practices.	The stretch target date for completion of this milestone was month 6 (January 1, 2011).	Not yet started. Pending completion of milestone #2 (and internal project management milestone #8). Anticipated start date: July 2011.	None required.
4. FPAC Members and ENGOs identify at a provincial level any regulatory barriers to implementation of the world leading forest practices to be established under Goal 1.	The stretch target date for completion of this milestone was month 9 (April 1, 2011). A preliminary list of potential provincial regulatory barriers has been developed by the National Working Group and is scheduled for discussion with Regional Working Group Coordinators May 25/26, 2011.	In progress. Early stages of implementation.	None required.
5. FPAC Members complete implementation of the world-leading forest practices to be established under Goal 1.	The stretch target date for completion of this milestone is month 18 (January 1, 2012).	Milestone not due this assessment period.	None required.
6. Regulatory approvals, derogations, and/or regulatory changes required to permit implementation of the world-leading forest practices to be established under Goal 1 are achieved.	The stretch target date for completion of this milestone is month 24 (July 1, 2012).	Milestone not due this assessment period.	None required.

Status of Goal 2: Protected Areas

The completion of a network of protected areas that, taken as a whole, represents the diversity of ecosystems within the boreal region and serves to provide ecological benchmarks.



Goal 2: Overview and Progress Assessment

Overview

The CBFA Signatories are committed to jointly advocating for, and working with governments, aboriginal groups, communities and stakeholders to accelerate the completion of a protected areas network across Canada's boreal region. Within each jurisdiction, Signatories will work with governments, aboriginal groups, communities, and others to establish (where necessary) and expedite processes to complete such a protected areas network in a manner consistent with the principles and criteria described in the CBFA. While doing so, Signatories will concurrently work to jointly identify proposed protected area proposals that can be supported, provide these as input into relevant government processes, and advocate for their adoption. While the Signatories believe there are certain principles and criteria that should be applied across the Boreal, they recognize that the processes used in each jurisdiction will vary to reflect regional differences.

In accordance with the CBFA, the completion of a network of protected areas is being coordinated with the completion of recovery plans and action plans for species at risk (CBFA Goal 3).

Progress Assessment

Milestone	Achievements & Progress Current Period	Status / Gap Analysis	Recommendations
1. FPAC, FPAC Members and ENGOS finalize a planning framework (detailed principles, criteria, methodology and process) for protected areas.	<p>The stretch target date for completion of this milestone was month 1 (August 1, 2010).</p> <p>The National Working Group for CBFA Goals 2/3 is developing three methodological frameworks (MF) concurrently:</p> <ul style="list-style-type: none">■ Caribou Action Planning MF■ Protected Areas MF■ Socio-Economic MF <p>An Independent Science Advisory Team (ISAT) has been formed in relation to the Caribou Action Planning and Protected Areas MFs, and the scope of work required from each ISAT has been developed.</p> <p>A first draft of the Protected Areas MF has been completed and is expected to</p>	<p>In-progress.</p> <p>Taking longer than anticipated by CBFA.</p>	<p>None required.</p>

Milestone	Achievements & Progress Current Period	Status / Gap Analysis	Recommendations
	<p>be returned to the National Working Group in May 2011.</p> <p>The underlying objective to ensure that the methodological frameworks are supported by science has contributed to the delay in completing this milestone.</p>		
<p>2. FPAC Members and ENGOs finalize a workplan to complete the work under Goal 2 including the identification of Phase 1, 2, and 3 protected areas planning regions (i.e., the broad geographic areas where protected areas planning will take place).</p>	<p>The stretch target date for completion of this milestone was month 4 (November 1, 2011).</p> <p>Terms of reference and workplan have been developed jointly for goals 2 and 3. The workplan includes the Phase 1 protected area planning regions. We were advised that Phase 2 and 3 planning regions are awaiting completion of Phase 1 work and incorporation of lessons learned from Phase 1.</p> <p>Phase 1 planning areas are those set out in the CBFA as initial priority areas for phase 1 Caribou herds and include in 2 regions in Alberta, 2 in Ontario and 1 in Quebec. One area is under discussion in Saskatchewan, additional to the phase 1 requirements.</p>	<p>In-progress.</p> <p>Partially complete. Phase 2 and 3 protected area planning regions have not been identified.</p>	<p>None required.</p>
<p>3. FPAC, FPAC Members and ENGOs finalize a pan-boreal gap analysis relative to existing protected areas (CBFA Reference: Goal 2, Section 6(b)).</p>	<p>The stretch target date for completion of this milestone was month 6 (January 1, 2011).</p> <p>The scope of work required from an Independent Science Advisory Team was developed and an initial budget estimated. The scope of work and budget were re-worked based on</p>	<p>Obstacles encountered.</p> <p>Sufficient funding has not been prioritized to complete this milestone as anticipated by the CBFA.</p>	<p>The CBFA Steering Committee should take steps to prioritize the funding required for the completion of this milestone.</p>

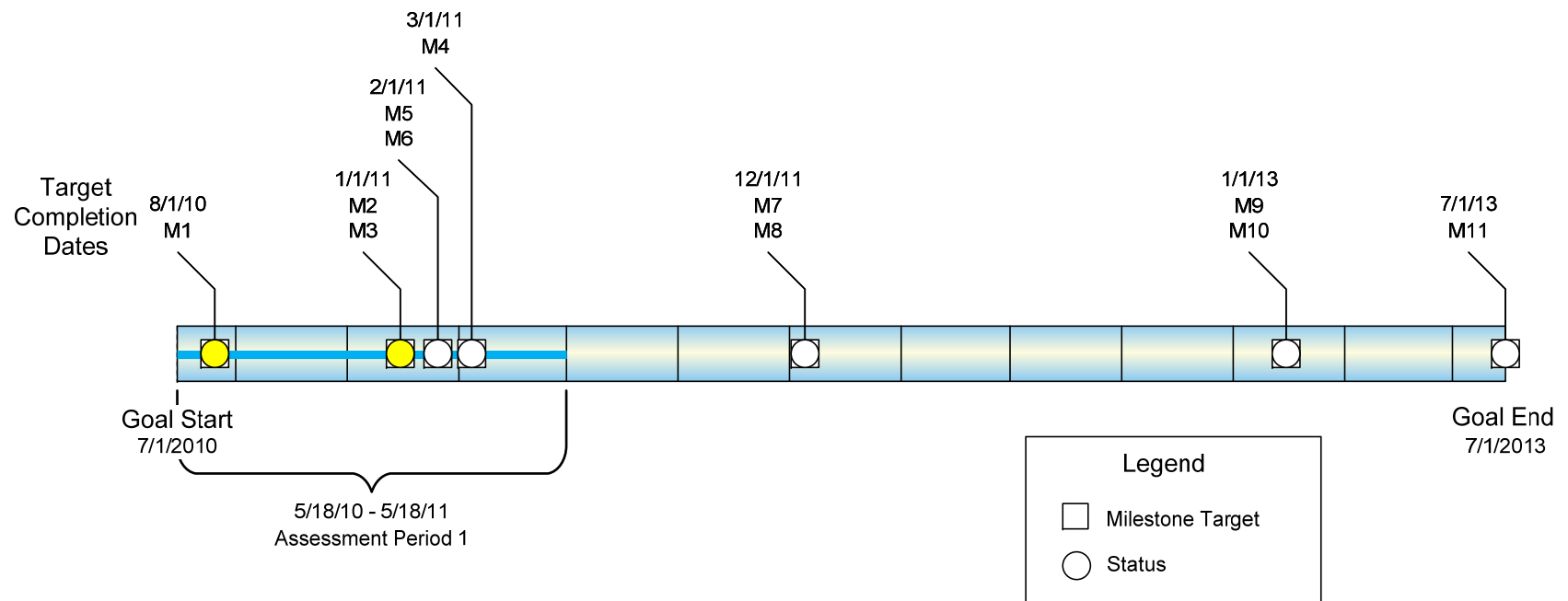
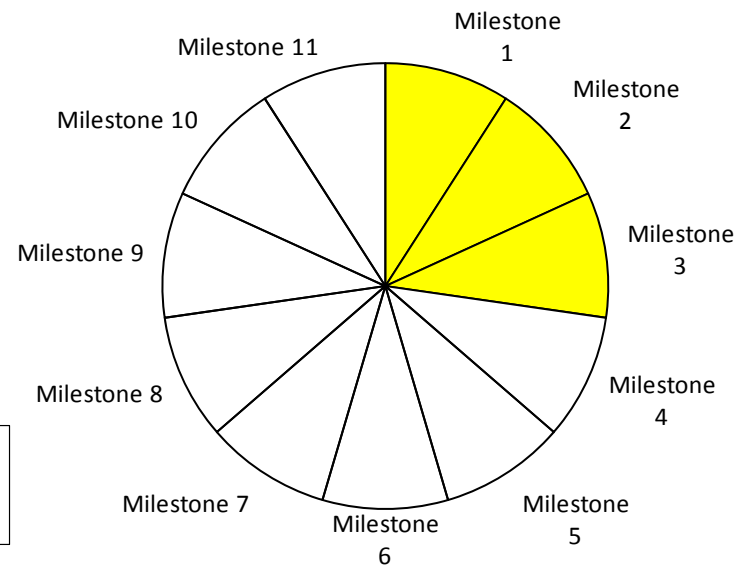
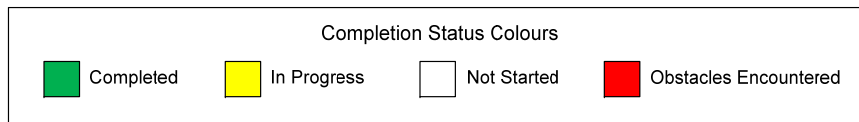
Milestone	Achievements & Progress Current Period	Status / Gap Analysis	Recommendations
	<p>direction from the CBFA Steering Committee. The revised scope of work proposes a staged approach with the bulk of work contingent on funding to be secured.</p>		
<p>4. FPAC, FPAC Members and ENGOS finalize CBFA Proposed Protected Areas for Phase 1 protected areas planning regions (CBFA Reference: Goal 2, Section 5(d)).</p>	<p>The stretch target date for completion of this milestone was month 6 (January 1, 2011).</p> <p>Work on proposed protected areas for Phase 1 protected area regions is being undertaken concurrently with the development of applicable methodological frameworks (see milestone #1).</p> <p>Regional Working Groups have been formed and tasked with developing a terms of reference and associated workplan for the achievement of this milestone.</p> <p>The delay in completing the methodological frameworks has contributed to the delay in achieving this milestone. As well, an unforeseen progress delay resulted from the need to assemble persons new to the CBFA within the Regional Working Groups. Training in the implementation of interest-based negotiations and on the content of the CBFA itself was required in some regions. Workshops were held in with Regional Working Groups to facilitate this training.</p>	<p>In-progress.</p> <p>Taking longer than anticipated by the CBFA.</p>	<p>The CBFA Steering Committee should take steps to expedite the implementation of proposed protected areas for Phase 1 protected areas planning regions.</p>

Milestone	Achievements & Progress Current Period	Status / Gap Analysis	Recommendations
	Work is underway on Phase 1 priority planning areas by each of the three Regional Working Groups that have Phase 1 priority planning areas. This work has culminated in the provision of consensus input into forest management plans, where applicable.		
5. Until governments legally establish protected areas for Phase 1 protected areas planning regions, FPAC Members implement, to the extent practicable without government approval, the CBFA proposed protected areas developed for Phase 1 protected areas planning regions (CBFA reference: Goal 2, Section 5(f)).	The stretch target date for completion of this milestone is month 11 (June 1, 2011).	Milestone not due this assessment period. Pending the completion of milestone #4.	None required.
6. FPAC, FPAC Members, and ENGOs finalize CBFA proposed protected areas for Phase 2 protected areas planning regions (CBFA reference: Goal 2, Section 5(d)).	The stretch target date for completion of this milestone is month 17 (December 1, 2011).	Milestone not due this assessment period. Will likely be delayed pending the completion of milestone #2.	None required.
7. Until governments take action to legally establish protected areas for Phase 2 protected areas planning regions, FPAC Members implement, to the extent practicable without government approval, the CBFA proposed protected areas developed for Phase 2 protected areas planning regions (CBFA reference: Goal 2, Section 5(f)).	The stretch target date for completion of this milestone is month 19 (February 1, 2012).	Milestone not due this assessment period.	None required.

Milestone	Achievements & Progress Current Period	Status / Gap Analysis	Recommendations
8. FPAC, FPAC Members, and ENGOs finalize CBFA proposed protected areas for Phase 3 protected areas planning regions (CBFA reference: Goal 2, Section 5(d)).	The stretch target date for completion of this milestone is month 26 (September 1, 2012).	Milestone not due this assessment period.	None required.
9. Until governments take action to legally establish protected areas for Phase 3 protected areas planning regions, FPAC Members implement, to the extent practicable without government approval, the CBFA proposed protected areas developed for Phase 3 protected areas planning regions (CBFA reference: Goal 2, Section 5(f)).	The stretch target date for completion of this milestone is month 30 (January 1, 2013).	Milestone not due this assessment period.	None required.
10. New government-designated protected areas, consistent both ecologically and in terms of impact to FPAC Members as the CBFA proposed protected areas, are legally established by provincial governments.	The stretch target date for completion of this milestone is month 36 (July 1, 2013).	Milestone not due this assessment period.	None required.

Status of Goal 3: Species at Risk Recovery Plans

The recovery of species at risk within the boreal forest including species such as the Woodland Caribou.



Goal 3: Overview and Progress Assessment

Overview

The CBFA Signatories are committed to jointly advocating for and working with governments, aboriginal groups and others to promote the recovery of boreal species at risk, including boreal Caribou. Within each jurisdiction, the Signatories will work with governments and aboriginal groups to establish (where necessary) and accelerate processes to complete and implement government Caribou action plans in a manner consistent with the principles and criteria described in the CBFA. While the Signatories believe certain principles or criteria associated with recovery plans for species at risk should be applied across the boreal, they recognize that the processes used in each jurisdiction to develop and implement action plans may vary to reflect regional differences.

In accordance with the CBFA, the completion of recovery plans and government-approved action plans for species at risk is being coordinated with the completion of a network of protected areas in Canada's boreal region (CBFA Goal 2).

Progress Assessment

Milestone	Achievements & Progress Current Period	Status / Gap Analysis	Recommendations
1. FPAC, FPAC Members, and ENGOS finalize a planning framework (detailed principles, criteria, methodology, methodology, and process) for Phase 1 Caribou action plans (CBFA reference: Goal 3, Section 8(a)).	<p>The stretch target date for completion of this milestone was month 1 (August 1, 2010).</p> <p>The National Working Group for CBFA Goals 2/3 is developing three methodological frameworks (MF) concurrently:</p> <ul style="list-style-type: none">■ Caribou Action Planning MF■ Protected Areas MF■ Socio-Economic MF <p>An Independent Science Advisory Team (ISAT) has been formed in relation to the Caribou Action Planning and Protected Areas MFs, and the scope of work required from each ISAT has been developed.</p> <p>A first draft of the Caribou Action Planning MF has been completed and distributed for comment internally and</p>	<p>In-progress.</p> <p>Taking longer than anticipated by CBFA.</p>	<p>None required.</p>

Milestone	Achievements & Progress Current Period	Status / Gap Analysis	Recommendations
	externally to the CBFA. It has not yet been finalized. The underlying objective to ensure the methodological frameworks are supported by science has contributed to the delay in completing this milestone.		
2. FPAC, FPAC Members, and ENGOs agree on other species at risk to include in Goal 2 and Goal 3 planning work (CBFA reference: Goal 3, Section 3).	<p>The stretch target date for completion of this milestone was month 6 (January 1, 2011).</p> <p>The National Working Group for Goals 2 and 3 struck a sub-committee to develop the list of boreal species at risk. A draft list of priority species has been developed and the 2nd iteration is tabled for discussion on May 19, 2011. The final draft will be submitted to the CBFA steering committee to be affirmed.</p>	<p>In progress.</p> <p>Nearing completion.</p>	None required.
3. FPAC, FPAC Members, and ENGOs finalize CBFA proposed Caribou action plans for Phase 1 Caribou herds (CBFA reference: Goal 3, Section 8(f)).	<p>The stretch target date for completion of this milestone was month 6 (January 1, 2011).</p> <p>Work on proposed Caribou action plans for Phase 1 Caribou herds is being undertaken concurrently with the development of applicable methodological frameworks (see milestone #1).</p> <p>Regional Working Groups have been formed and tasked with developing a terms of reference and associated workplan for the achievement of this milestone.</p> <p>The delay in completing the methodological frameworks has</p>	<p>In progress.</p> <p>Taking longer than anticipated by the CBFA.</p>	The CBFA Steering Committee should take steps to expedite the implementation of proposed Caribou action plans for Phase 1 Caribou herds.

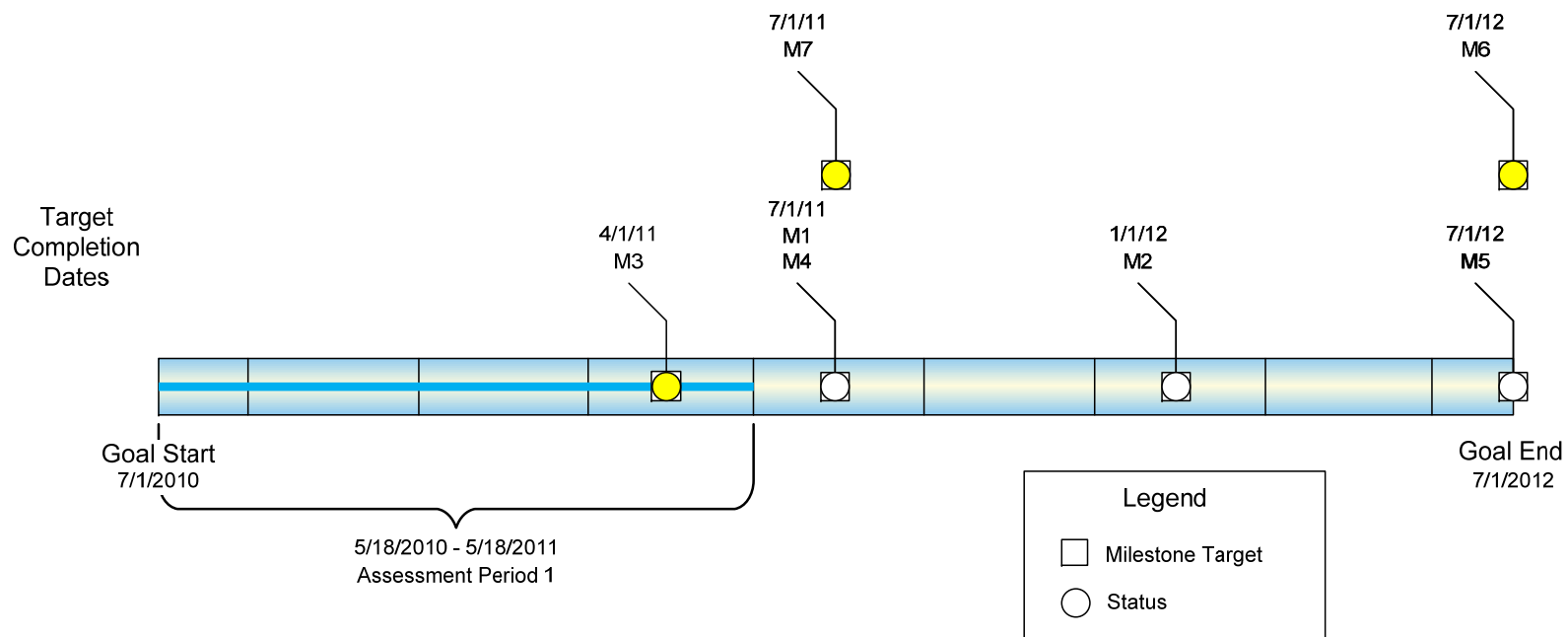
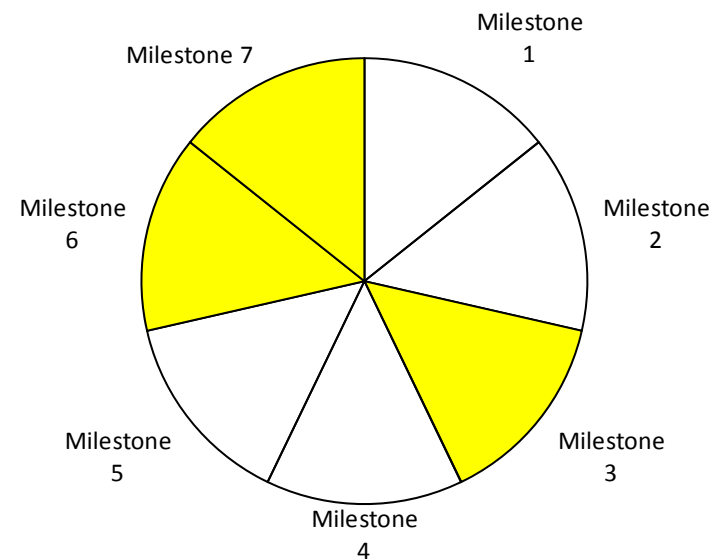
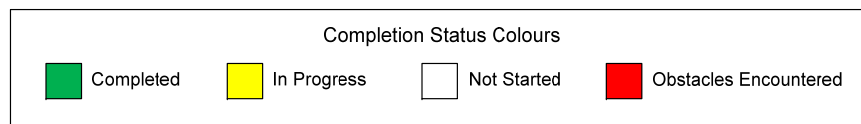
Milestone	Achievements & Progress Current Period	Status / Gap Analysis	Recommendations
	<p>contributed to the delay in achieving this milestone. As well, an unforeseen progress delay resulted from the need to assemble persons new to the CBFA within the Regional Working Groups. Training in the implementation of interest-based negotiations and on the content of the CBFA itself was required in some regions. Workshops were held in with Regional Working Groups to facilitate this training.</p> <p>Work is underway on the Phase 1 Caribou Action Plans by each of the three Regional Working Groups with Phase 1 Caribou herds. This work has culminated in the provision of consensus input into forest management plans, where applicable.</p>		
<p>4. Until new government Caribou action plans are completed in a manner consistent with CBFA proposed Caribou action plans for Phase 1 herds, FPAC Members implement, to the extent practicable without government approval, the CBFA proposed Caribou action plans developed for Phase 1 Caribou herds (CBFA reference: Goal 3, Section 8(g)).</p>	<p>The stretch target date for completion of this milestone was month 8 (March 1, 2011).</p>	<p>Not yet started. Awaiting the completion of foundational milestone #3.</p>	<p>None required.</p>
<p>5. FPAC, FPAC Members, and ENGOs agree on revisions and/or updates to the Caribou action planning framework based on lessons learned</p>	<p>The stretch target date for completion of this milestone was month 5 (February 1, 2011).</p>	<p>Not yet started. Scheduled for September 2011.</p>	<p>None required.</p>

Milestone	Achievements & Progress Current Period	Status / Gap Analysis	Recommendations
from the completion of jointly supported action plans for Phase 1 Caribou herds (CBFA reference: Goal 3, Section 9).			
6. FPAC, FPAC Members, and EGNOS identify Phase 2 and Phase 3 Caribou herds and agree on workplans for developing CBFA proposed Caribou action plans for those Phase 2 and Phase 3 Caribou herds.	<p>The stretch target date for completion of this milestone was month 5 (February 1, 2011).</p> <p>At its meeting on April 27/28, the CBFA Steering Committee noted the importance of Regional Working Groups beginning to think about Phase 2 areas, and it was agreed to schedule a date for the fall of 2011 to agree on Phase 2 areas.</p>	<p>Not yet started.</p> <p>Awaiting the completion of milestone #5.</p> <p>CBFA Schedule F indicates that Phase 2 herds would be identified by October 2010 and Phase 3 herds would be identified by April 2011.</p>	The CBFA Steering Committee should take steps to accelerate the identification of Phase 2 and 3 Caribou herds and associated workplans for developing proposed Caribou action plans.
7. FPAC, FPAC Members, and ENGOS finalize CBFA proposed Caribou action plans for Phase 2 Caribou herds that can be jointly supported (CBFA reference: Goal 3, Section 8(f)).	The stretch target date for completion of this milestone is month 17 (December 1, 2011).	Milestone not due this assessment period.	None required.
8. Until new government Caribou action plans are completed in a manner consistent with CBFA proposed Caribou action plans for Phase 2 herds, FPAC Members implement, to the extent practicable without government approval, the CBFA proposed Caribou action plans developed for Phase 2 Caribou herds (CBFA reference: Goal 3, Section 8(g)).	The stretch target date for completion of this milestone is month 17 (December 1, 2011).	Milestone not due this assessment period.	None required.
9. FPAC, FPAC Members, and ENGOS	The stretch target date for completion of	Milestone not due this assessment	None required.

Milestone	Achievements & Progress Current Period	Status / Gap Analysis	Recommendations
finalize CBFA proposed Caribou action plans for Phase 3 Caribou herds that can be jointly supported (CBFA reference: Goal 3, Section 8(f)).	this milestone is month 30 (January 1, 2013).	period.	
10. Until new government Caribou action plans are completed in a manner consistent with CBFA proposed Caribou action plans for Phase 3 herds, FPAC Members implement, to the extent practicable without government approval, the CBFA proposed Caribou action plans developed for Phase 3 Caribou herds (CBFA reference: Goal 3, Section 8(g)).	The stretch target date for completion of this milestone is month 30 (January 1, 2013).	Milestone not due this assessment period.	None required.
11. Government Caribou action plans, consistent both ecologically and in terms of impact to FPAC Members as the CBFA proposed action plans, are legally established by provincial governments.	The stretch target date for completion of this milestone is month 36 (July 1, 2013).	Milestone not due this assessment period.	None required.

Status of Goal 4: Climate-Friendly Practices

Reducing greenhouse gas emissions along the full life cycle from forest to end-of-product life.



Goal 4: Overview and Progress Assessment

Overview

Recognizing the role that forests, forest protection, forest management, and forest products can play in mitigating and adapting to climate change, the CBFA Signatories are committed to developing and promoting climate-friendly practices and policies. Good forest management principles, procedures, and practices — including the objective of ensuring sustainable harvest levels and the maintenance of ecological functions and values — should be applied irrespective of the products that result from management activities.

Progress Assessment

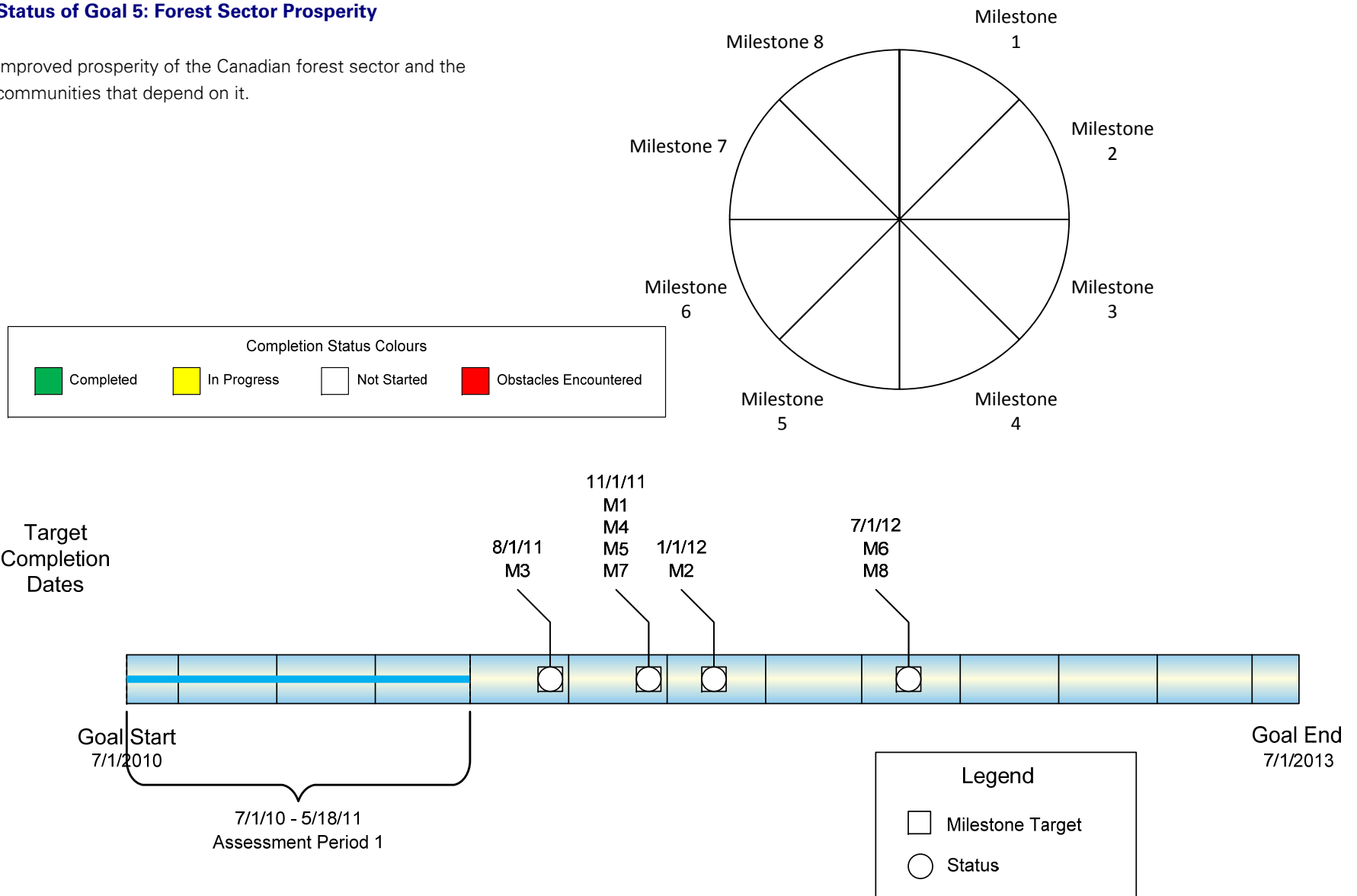
Milestone	Achievements & Progress Current Period	Status / Gap Analysis	Recommendations
1. FPAC, FPAC Members, and ENGOs agreed on best practices for biomass harvesting (CBFA reference: Goal 4, Section 2(f)(iii)).	The stretch target date for completion of this milestone is month 12 (July 1, 2011). Background work on this milestone has focussed on gathering knowledge of existing research and assessing the world state of knowledge on the subject.	Not due this assessment period. Consideration is being given by the Steering Committee to transferring responsibility for completion of this milestone to the National Working Group for Goal 1 Forest Practices.	None required.
2. In areas where FPAC Members are harvesting primarily for biomass, FPAC member companies implement best practices for biomass harvesting in harvest plans (CBFA reference: Goal 4, Section 2(f)(iii)).	The stretch target date for completion of this milestone is month 18 (January 1, 2012).	Milestone not due this assessment period. Scheduled to begin June 1, 2011.	None required.
3. FPAC, FPAC Members, and ENGOs jointly identify and agree upon best opportunities for reducing GHG emissions along the forest products value chain.	The stretch target date for completion of this milestone was month 9 (April 1, 2011). A Canada Wide Offset Review document was created by the National Working Group for goal 4 in November 2010, which identifies the status of forest offset protocol development in Canada. The Working Group has developed a terms of reference for a literature review of	In-progress. Early stages.	None required.

Milestone	Achievements & Progress Current Period	Status / Gap Analysis	Recommendations
	<p>existing studies and literature.</p> <p>The Biopathways Impacts Table created by FPAC has been shared with the group as a potential tool to assist with this milestone.</p> <p>.</p>		
4. FPAC, FPAC Members, and ENGOS jointly identify and agree on a methodology for assessing the GHG footprint of the products of FPAC Members (in a manner consistent with internationally accepted principles and protocols (e.g., IPCC)).	<p>The stretch target date for completion of this milestone is month 12 (July 1, 2011).</p> <p>A Terms of reference has been developed for conducting a literature review of existing Life Cycle Analysis literature related to GHG footprints for building products, energy and paper.</p>	Milestone not due this assessment period.	None required.
5. Based on the methodology jointly identified and agreed upon in Milestone 4, FPAC Members complete the calculation of the GHG footprints of their products using a common tool applied to agreed product group categories (as opposed to applying the agreed-upon tool to individual products).	<p>The stretch target date for completion of this milestone is month 24 (July 1, 2012).</p>	Milestone not due this assessment period.	None required.
6. FPAC, FPAC Members, and ENGOS finalize a white paper on a life-cycle assessment of forest products from the Boreal as compared to other substitute products (CBFA reference: Goal 4, Section 2(c)).	<p>The stretch target date for completion of this milestone is month 24 (July 1, 2012).</p> <p>A Life Cycle Analysis white paper was developed in October 2010 to serve as a template.</p> <p>A Terms of reference has been developed for conducting a literature review of existing Life Cycle Analysis literature related to GHG footprints for building products, energy and paper.</p>	In-progress.	None required.

Milestone	Achievements & Progress Current Period	Status / Gap Analysis	Recommendations
<p>7. FPAC, FPAC Members, and ENGOs agree on approaches to carbon accounting rules as they affect offset protocol development (e.g., baselines, additionality, permanence, and leakage) that can be provided to government as an input (CBFA reference: Goal 4, Section 2(e)(iii)).</p>	<p>The stretch target date for completion of this milestone is month 12 (July 1, 2011). The National Work Group has agreed to a process whereby they will develop a joint approach to offsets, with consideration to ISO standards 14040 and 14044.</p>	<p>Milestone not due this assessment period. In-progress. Early stages.</p>	<p>None required.</p>

Status of Goal 5: Forest Sector Prosperity

Improved prosperity of the Canadian forest sector and the communities that depend on it.



Goal 5: Overview and Progress Assessment

Overview

The CBFA Signatories are committed to jointly advocating for and working with governments, Aboriginal groups, communities, and others to improve the prosperity of the Canadian forest sector and the communities that depend upon it. The Signatories recognize that forest sector prosperity depends on a range of factors, many of which are beyond their ability to control. They will seek to identify those factors that they can have an ability to influence positively and focus their joint efforts in these areas.

Progress Assessment

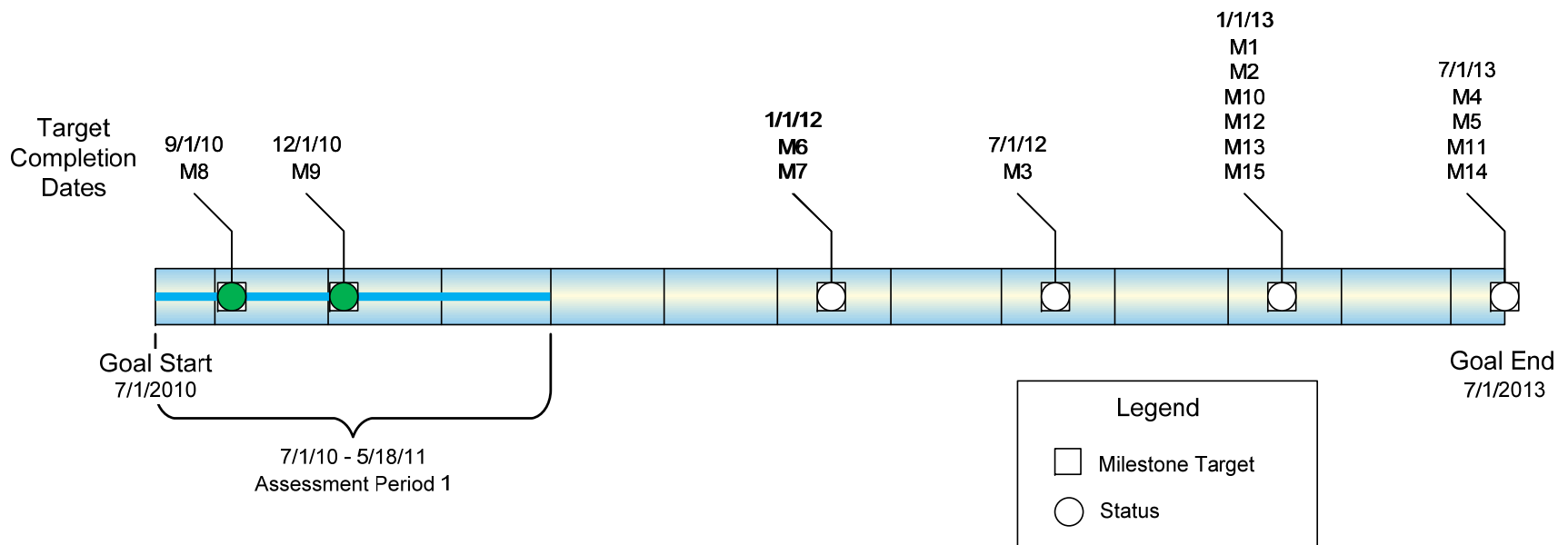
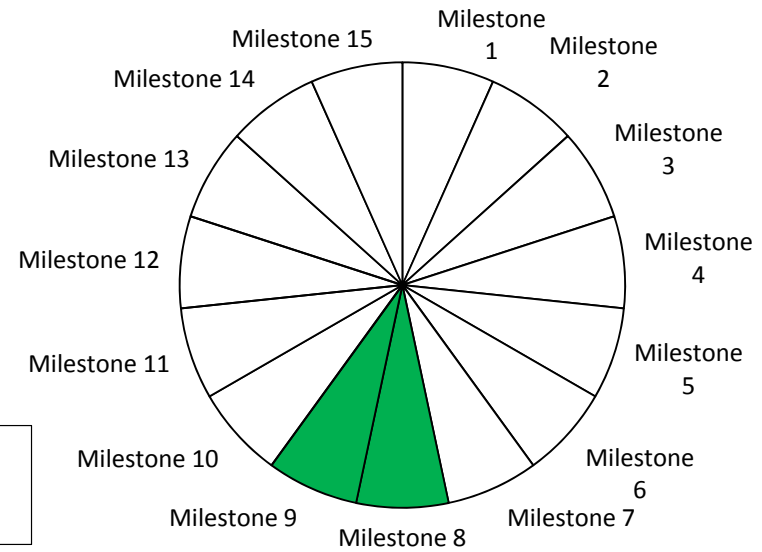
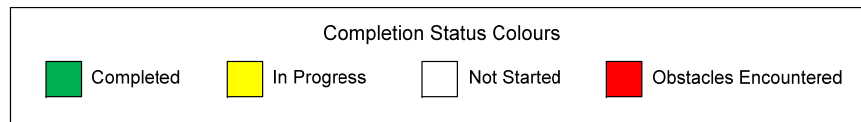
Milestone	Achievements & Progress Current Period	Status / Gap Analysis	Recommendations
1. FPAC, FPAC Members, and ENGOS jointly develop and identify, for recommendation to governments, a set of policies designed to improve the competitiveness of the Canadian forest sector and create a climate of greater investment certainty, while at the same time having a neutral to positive impact on the sector's ecological performance (CBFA reference: Goal 5, Section 2(a)).	The stretch target date for completion of this milestone is month 16 (November 1, 2011).	Milestone not due this assessment period.	None required.
2. FPAC, FPAC Members, and ENGOS develop and implement a strategy to secure the adoption by governments of the policies developed under Milestone 47.	The stretch target date for completion of this milestone is month 18 (January 1, 2012).	Milestone not due this assessment period.	None required.
3. FPAC, FPAC Members, and ENGOS develop and implement a strategy to jointly advocate for and support policies and regulatory improvements and promote capital investment in forest sector technologies and equipment that produce both	The stretch target date for completion of this milestone is month 13 (August 1, 2011).	Milestone not due this assessment period.	None required.

Milestone	Achievements & Progress Current Period	Status / Gap Analysis	Recommendations
environmental improvements and economic benefits to companies, including current and new products and processes (CBFA reference: Goal 5, Section 2(b)).			
4. FPAC, FPAC Members, and ENGOs develop and implement a strategy to provide advice on emerging R&D priorities and investments to facilitate “green recovery” and forest sector competitiveness (CBFA reference: Goal 5, Section 2(c)).	The stretch target date for completion of this milestone is month 16 (November 1, 2011).	Milestone not due this assessment period.	None required.
5. In a manner consistent with Goal 4, FPAC, FPAC Members, and ENGOs develop and implement a strategy to foster the integration of bioproducts and bioenergy within the traditional forest industry (CBFA reference: Goal 5, Section 2(d)).	The stretch target date for completion of this milestone is month 16 (November 1, 2011).	Milestone not due this assessment period.	None required.
6. FPAC, FPAC Members, and ENGOs develop and implement a strategy to identify and act on opportunities to work with local secondary manufacturing to maximize, to the extent practicable, the degree of manufacturing that takes place within forest-dependent communities and surrounding regions (CBFA reference: Goal 5, Section 2(e)).	The stretch target date for completion of this milestone is month 24 (July 1, 2012).	Milestone not due this assessment period.	None required.
7. FPAC, FPAC Members, and ENGOs develop and implement a strategy to support the development of the non-	The stretch target date for completion of this milestone is month 16 (November 1, 2011).	Milestone not due this assessment period.	None required.

Milestone	Achievements & Progress Current Period	Status / Gap Analysis	Recommendations
timber forest products (NTFP) industry (CBFA reference: Goal 5, Section 2(f)).			
8. FPAC, FPAC Members, and ENGOs develop and implement a strategy to work together to facilitate capacity building and engagement of forest communities (CBFA reference: Goal 5, Section 2(g)).	The stretch target date for completion of this milestone is month 24 (July 1, 2012).	Milestone not due this assessment period.	None required.

Status of Goal 6: Market Place Recognition

Recognition by the marketplace (e.g., customers, investors, consumers) of the CBFA and its implementation in ways that demonstrably benefit FPAC Members and their products from the Boreal.



Goal 6: Overview and Progress Assessment

Overview

The CBFA Signatories share a goal of securing marketplace recognition for the CBFA on the basis that forest products from the boreal operations of the FPAC members produced under the CBFA are an environmentally responsible choice and that the success of the CBFA will be achieved as a result of the collective efforts of the parties. The Signatories are committed to jointly and individually communicating to the marketplace both the nature of the CBFA and progress as it is implemented, as well as otherwise engaging with the marketplace with the objective of enhancing marketplace support for FPAC members and their products from the boreal, strengthening existing customer relationships, developing new markets for FPAC members (both traditional markets and emerging green markets), and gaining recognition for ecological leadership. In doing so, it is acknowledged that the activities required to achieve these objectives are contained below and will be phased in, and that the timing of a number of these activities will be linked to the completion of other elements of the CBFA.

Progress Assessment

Milestone	Achievements & Progress Current Period	Status / Gap Analysis	Recommendations
1. In any advocacy work and other communications expressing a preference for a particular forest certification program or its certified products, or commenting on other programs or products certified under other programs, where such advocacy or communications would objectively be viewed as pertaining exclusively to certified forest products from the Boreal (as opposed to elsewhere), ENGOs, FPAC, and FPAC Members expressly acknowledge forestry operations of FPAC Members in the Boreal as positive examples of Boreal Forest management (CBFA reference: Goal 6, Section 3(e)(i)).	The stretch target date for completion of this milestone is upon substantial completion of the ecological elements of the CBFA. (If substantial completion of the ecological elements is achieved as anticipated by the CBFA, this milestone targeted for completion by January 2013)	Milestone not due this assessment period.	None required.
2. In any advocacy work and other communications expressing a preference for a particular forest certification program or its certified	The stretch target date for completion of this milestone is upon substantial completion of the ecological elements of the CBFA.	Milestone not due this assessment period.	None required.

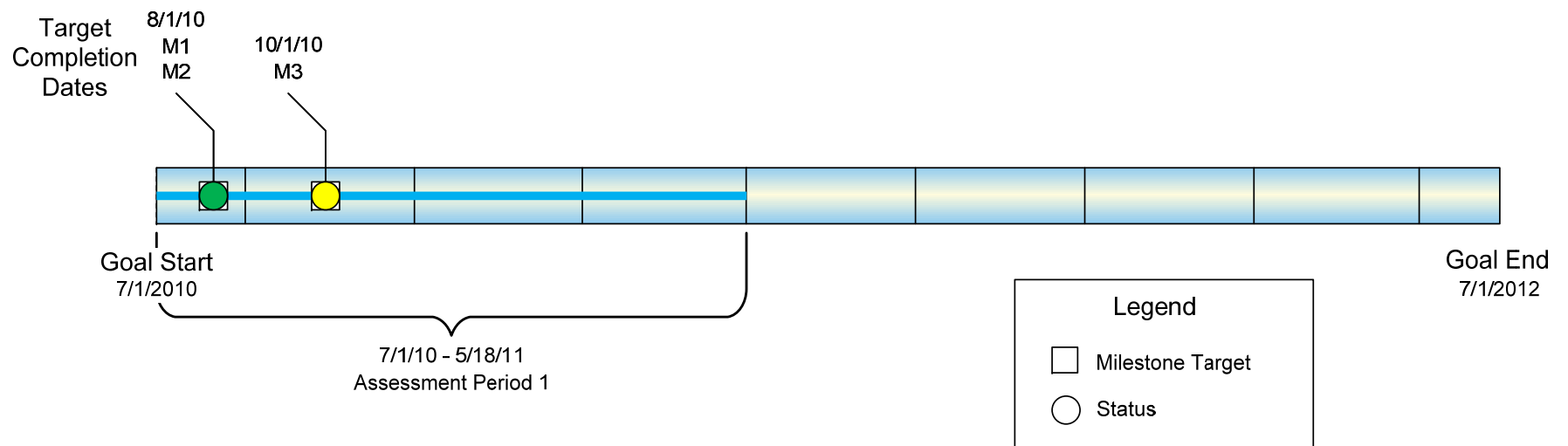
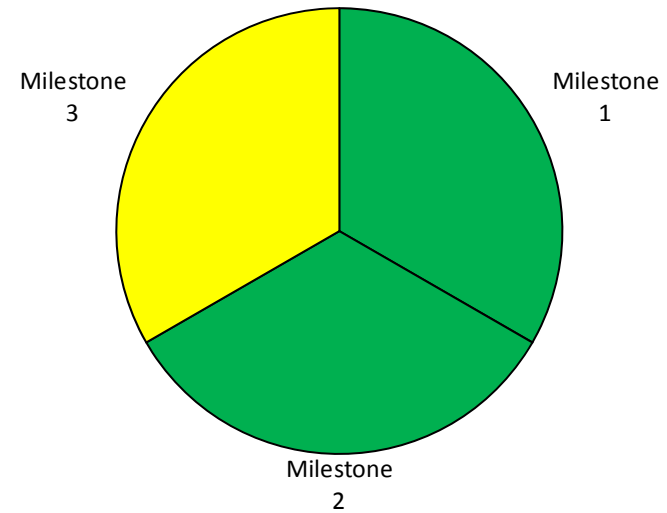
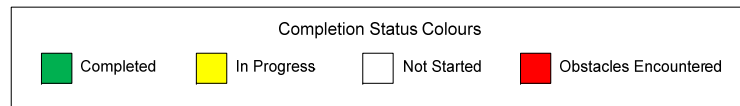
Milestone	Achievements & Progress Current Period	Status / Gap Analysis	Recommendations
products, or commenting on other programs or products certified under other programs, where such advocacy or communications would objectively be viewed as pertaining to certified forest products from the Boreal (as opposed to elsewhere), ENGOs, FPAC, and FPAC Members expressly acknowledge on-the-ground practices under the CBFA as being ecologically equivalent (or, where applicable, superior) to their preferred forest certification program (CBFA reference: Goal 6, Section 3(e)(iii)).	(If substantial completion of the ecological elements is achieved as anticipated by the CBFA, this milestone targeted for completion by January 1, 2013)		
3. ENGOs actively support products from the Boreal operations of FPAC Members as climate-friendly relative to substitute products in a manner consistent the joint life-cycle analysis (CBFA reference: Goal 6, Section 3(g)).	The stretch target date for completion of this milestone is upon FPAC, FPAC Members, and ENGOs finalizing a white paper on a life-cycle analysis of forest products from the Boreal as compared to other substitute products (CBFA Goal 4, Section 2(c)), and FPAC Members assess the GHG footprint of their Boreal products (Goal 4, milestone 4 month 12, July 1, 2011 and milestone 5 month 24, July 1, 2012).	Milestone not due this assessment period.	None required.
4. With the goal of identifying and securing new customers, where ENGOs are aware of a customer looking to further support conservation outcomes in the Boreal through their purchasing decisions, ENGOs will facilitate direct meetings between operator(s) and customer(s) (CBFA reference: Goal 6, Section 3(j)(iii)).	The stretch target date for completion of this milestone is upon full implementation of the ecological elements of the CBFA. (If full implementation of the ecological elements is achieved as anticipated by the CBFA, this milestone targeted for completion by July 1, 2013)	Milestone not due this assessment period.	None required.

Milestone	Achievements & Progress Current Period	Status / Gap Analysis	Recommendations
5. FPAC, FPAC Members, and ENGOS Members jointly host panels at relevant trade conferences (CBFA reference: Goal 6, Section 3(j)(iii)).	The stretch target date for completion of this milestone is upon completion of all CBFA proposed Caribou action plans (Goal 3 which is month 36, July 1, 2013) and CBFA proposed protected areas (Goal 2 which is month 36, July 1, 2013).	Milestone not due this assessment period.	None required.
6. FPAC, FPAC Members, and ENGOS jointly meet with a jointly defined list of major policy influencers and decisions-makers (CBFA reference: Goal 6, Section 3(j)(v)).	The stretch target date for completion of this milestone is upon full implementation of the world-leading forest practices developed under Goal 1 (Milestone 5 which is month 18, January 1, 2012).	Milestone not due this assessment period.	None required.
7. FPAC, FPAC Members, and ENGOS host a webinar with Q&A session for key customers and investors (CBFA reference: Goal 6, Section 3(j)(viii)).	The stretch target date for completion of this milestone is upon full implementation of the world-leading forest practices developed under Goal 1 (Milestone 5, month 18, January 1, 2012).	Milestone not due this assessment period.	None required.
8. FPAC, FPAC Members, and ENGOS jointly establish a customer and investor update group (CBFA reference: Section 15 and Goal 6, Section 3(k)).	<p>The stretch target date for completion of this milestone was month 2 (September 1, 2010).</p> <p>A Customer and Investor Update Group was formed and conducted its first meeting in November 2010.</p> <p>The Group has been renamed the Boreal Business Forum and has a second meeting scheduled for May 2011.</p>	Milestone is completed.	None required.
9. Six meetings of the customer and investor update group.	The stretch target date for completion of the first meeting of the Customer and Investor Update Group was	The first meeting of the Customer and Investor Update Group has been	None required.

Milestone	Achievements & Progress Current Period	Status / Gap Analysis	Recommendations
	<p>December 1, 2010.</p> <p>A Customer and Investor Update Group was formed and conducted its first meeting in November 2010.</p> <p>The Group has been renamed the Boreal Business Forum and has a second meeting scheduled for May 24/25, 2011.</p>	completed.	
10. FPAC, FPAC Members, and ENGOS host 1st roundtable for customers and investors (CBFA reference: Goal 6, Section 3(l)).	<p>The stretch target date for completion of this milestone is upon substantial completion of the ecological elements of the CBFA.</p> <p>(If substantial completion of the ecological elements is achieved as anticipated by the CBFA, this milestone targeted for completion by January 1, 2013)</p>	Milestone not due this assessment period.	None required.
11. FPAC, FPAC Members, and ENGOS host 2nd roundtable for customers and investors (CBFA reference: Goal 6, Section 3(l)).	<p>The stretch target date for completion of this milestone is upon full implementation of the ecological elements of the CBFA.</p> <p>(If full implementation of the ecological elements is achieved as anticipated by the CBFA, this milestone targeted for completion by July 1, 2013)</p>	Milestone not due this assessment period.	None required.
12. ENGOS communicate their recognition and support for forest products from the Boreal operations of FPAC Members as ecologically responsible sources of supply (CBFA reference: Goal 6, Section 3(f)(iii)).	<p>The stretch target date for completion of this milestone is upon substantial completion of the ecological elements of the CBFA.</p> <p>(If substantial completion of the ecological elements is achieved as anticipated by the CBFA, this milestone targeted for completion by January 1, 2013)</p>	Milestone not due this assessment period.	None required.
13. FPAC and ENGOS develop a strategy	The stretch target date for completion of	Milestone not due this assessment	None required.

Milestone	Achievements & Progress Current Period	Status / Gap Analysis	Recommendations
(including milestones) for identifying and securing new customers in green market niches for products from the boreal operations of FPAC Members.	this milestone is upon substantial completion of the ecological elements of the CBFA. (If substantial completion of the ecological elements is achieved as anticipated by the CBFA, this milestone targeted for completion by January 1, 2013)	period.	
14. FPAC and ENGOs implement the joint strategy and milestones for identifying and securing new customers in green market niches for products from the boreal operations of FPAC members.	The stretch target date for completion of this milestone is upon full implementation of the ecological elements of the CBFA. (If full implementation of the ecological elements is achieved as anticipated by the CBFA, this milestone targeted for completion by July 1, 2013)	Milestone not due this assessment period.	None required.
15. A meaningful demonstrable increase in marketplace support for FPAC Members (e.g. strengthened customer relationships, increased market share) that can be directly attributed to implementation of the CBFA.	The stretch target date for completion of this milestone is upon substantial completion of the ecological elements of the CBFA. (If substantial completion of the ecological elements is achieved as anticipated by the CBFA, this milestone targeted for completion by January 1, 2013)	Milestone not due this assessment period.	None required.

Status of General Project Management Milestones



General Project Management Milestones: Progress Assessment

Progress Assessment

Milestone	Achievements & Progress Current Period	Status / Gap Analysis	Recommendations
1. The CBFA Science Coordinator is hired.	The stretch target date for completion of this milestone is month 1 (August 1, 2010).	Milestone is completed.	None required.
2. ISAT Panel members for Goal 2 and Goal 3 are chosen.	The stretch target date for completion of this milestone is month 1 (August 1, 2010).	Milestone is completed.	None required.
3. A detailed strategy is completed on how FPAC/FPAC Members and ENGOs will collaborate with each other in developing joint products and how they will jointly interact with each other when dealing with governments and others with regards to such joint products or other aspects of the CBFA implementation with the objective of this strategy serving as a guide for those responsible for implementation of the CBFA at the regional operating level.	<p>The stretch target date for completion of this milestone is month 3 (October 1, 2010).</p> <p>The development of this strategy is in-progress, however has been postponed as it is not considered the highest priority by the signatories.</p> <p>At the April 27/28 Steering Committee meeting, the Secretariat Co-executive directors were tasked with moving this milestone forward.</p>	<p>In progress.</p> <p>Early stages of implementation.</p>	None required.



Appendix A - Compliance

In accordance with the CBFA, when monitoring and assessing progress against the Project Management Milestones the Independent Assessor is also to monitor ongoing compliance with Monitored Day One Commitments and for ongoing compliance with those Project Management Milestones that require ongoing compliance beyond the initial completion date.

Through discussions with the Secretariat, it was concluded that in addressing ongoing compliance, the Independent Assessor's report would be limited to reporting on the procedures undertaken to assess reported instances of non-compliance, the results of the non-compliance assessments and an objective assessment of the non-compliance issues identified. The following report addresses the results of our compliance work.



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REPORT ON SPECIFIED PROCEDURES CARRIED OUT ON THE MONITORED DAY ONE COMMITMENTS AND ONGOING COMPLIANCE REQUIREMENTS OF THE CANADIAN BOREAL FOREST AGREEMENT

To: The Canadian Boreal Forest Agreement Steering Committee

Re: Specified Procedures carried out on the Monitored Day One Commitments and Ongoing Compliance Requirements of the Canadian Boreal Forest Agreement

The Canadian Boreal Forest Agreement ("CBFA"), dated May 18, 2010 between nine Environmental Non-Government Organizations ("ENGOS"), 20 Canadian forestry companies ("FPAC Members") and the Forest Products Association of Canada ("FPAC") (collectively "the Signatories") is a joint commitment of the Signatories to work together to support governments in the realization of a stronger, more competitive forestry industry in Canada and a better protected, more sustainably managed Boreal Forest. The CBFA defines a set of Monitored Day One Commitments (Appendix B) and Ongoing Compliance Requirements (Appendix C) (collectively referred to as "the CBFA Compliance Requirements") applicable to the Signatories.

As specifically agreed, we performed the following procedures to identify and address any instances of non-compliance with the Monitored Day One Commitments and Ongoing Compliance Requirements of the CBFA during the period from May 18, 2010 to June 29, 2011.

Procedures

1. Notified all Signatories of our appointment as Independent Assessor and reminded the Signatories of their responsibility to report, in writing, any instances of non-compliance within seven days of the end of the assessment period;
2. Read the minutes of the CBFA Secretariat's weekly update meetings to identify any non-compliance instances; and
3. Interviewed all the Coordinators of the CBFA National and Regional Working Groups to inquire as to any non-compliance instances.

Results

As a result of applying the above procedures, we found two instances of non-compliance with the CBFA Compliance Requirements as noted below. However, these procedures do not constitute an audit of the activities of the Signatories to the CBFA during the period from May 18, 2010 to June 29, 2011 and therefore we express no opinion on compliance with the CBFA Compliance Requirements.

Non-Compliance Instances

On June 29, 2011, KPMG received a joint submission from three ENGOs raising potential non-compliance instances. Through discussions with the CBFA Steering Committee, it was subsequently agreed that KPMG would not be requested to investigate whether the reported matters were, in fact, instances of non-compliance. The CBFA Steering Committee advised KPMG that there is a shared understanding by the CBFA Steering Committee of the conditions related to the reported non-compliance instances, as set out below.

1. It is understood by the CBFA Steering Committee that in the fall of 2010, changes to harvest within delineated caribou habitat of approximately 20,578 ha took place without complete application of Goal 3, Sections 13.h and 13.i of the CBFA. A tenure task force has now been established with representatives of the Signatories to address any changes proposed under Goal 3, Sections 13.h and 13.i and finalize a process to ensure full compliance moving forward.
2. It is understood by the CBFA Steering Committee that there is ongoing work required to address statements by third parties contrary to the principles and intent of the CBFA where CBFA Signatories are members as outlined in Goal 6, Section 3(b). Ongoing discussions by the CBFA Steering Committee to specifically address this in Ontario are underway, but FPAC, Greenpeace, ForestEthics and Canopy note that agreement has not yet been reached.

Readers should be cautioned that, at the direction of the CBFA Steering Committee, KPMG has not undertaken any procedures, examinations or inquires to confirm these reported instances of non-compliance. This report is for use solely in connection with the specified procedures performed by KPMG LLP for the CBFA Steering Committee. Any use that any party other than the CBFA Steering Committee makes of this report, or any reliance or decisions made based on this report, are solely the responsibility of such party. KPMG accepts no responsibility for any loss or damages by any third party as a result of decisions made or actions taken based on this report.



Chartered Accountants

Victoria, Canada
October 11, 2011

Appendix B

Monitored Day One Commitments

The Monitored Day One Commitments of the CBFA are as described in the following table:

Commitment	CBFA Reference
1. The FPAC commitment in relation to Caribou deferrals.	Goal 3, Section 13
2. The ENGO commitment not to engage in any of the marketplace activities identified in Goal 6, Sections 5 and 6.	Goal 6, Sections 5 and 6
3. The FPAC, FPAC Member, and ENGO commitment to publicly announce the CBFA and conduct individual and joint outreach in the marketplace to communicate that they are working collaboratively, informed by science, to achieve agreed goals for the Boreal in accordance with the principles and key messages outlined in the communications plan jointly developed under Section 20 of the CBFA.	Goal 6, Section 3(a)
4. The FPAC, FPAC Member, and ENGO commitment that if any action under the CBFA is challenged by non-signatories, FPAC Members and ENGOs will individually and jointly defend the CBFA and the role and actions of all parties in the marketplace, in political circles, and otherwise as required. The intent is to prevent problems before they occur, solve problems jointly, and jointly determine the most appropriate and effective response. Such responses could include ensuring those challenging the Agreement have adequate information on the Agreement, correcting errors, and, where appropriate, responding publicly either individually or jointly (depending on what is viewed in the circumstances as being most effective).	Goal 6, Section 3(b)
5. The ENGO commitment that their communications (e.g., websites and social media) and other marketplace work related to the Boreal including different sources of supply within the Boreal will, subject to Goal 6, Section 4, support products from the Boreal operations of FPAC Members.	Goal 6, Section 3(c)
6. The ENGO commitment that their advocacy work and other communications where they express a preference for FSC certification or its certified products, or comment on other certification programs or products certified under other certification programs, take place in a manner consistent with the parameters set out in Goal 6, Section 3(d).	Goal 6, Section 3(d)
7. The ENGO commitment to encourage those developing procurement policies to do so in a manner that does not preclude forest products from the Boreal operations of FPAC Members.	Goal 6, Section 3(f)(i)
8. The ENGO commitment that when meeting with holders of existing	Goal 6, Section 3

Commitment	CBFA Reference
procurement policies, ENGOs will encourage them to modify wording in their procurement policy when policies are acting as a block to FPAC Boreal product procurement.	(f)(ii)
9. Consistent with Goal 6, Section 4, the FPAC, FPAC Member, and ENGO commitment to communicate, as appropriate, to specified current and potential customers that progress under the CBFA should be a positive consideration in procurement decisions.	Goal 6, Section 3 (f)(iv)
10. The ENGO commitment that, upon request, ENGOs will help FPAC Members achieve certification of one or all of their operations under FSC.	Goal 6, Section 3(h)
11. The ENGO commitment that any formal ENGO communication (e.g., letters, emails) with certification auditors, certification registrars, or other parties in regards to the Boreal tenure, mill, products, and/or practices of a specific FPAC Member that has the potential to adversely influence or impact an existing certification, or application for certification, of a Boreal operation of that FPAC Member takes place in a manner consistent with Goal 6, Section 3 (i).	Goal 6, Section 3(i)
12. The FPAC, FPAC Member, and ENGO commitment to prepare a variety of general joint and individual communications products (e.g., news releases, backgrounders, newsletters, letters) that each of the parties can use in its communications with the marketplace to describe the CBFA and progress under it.	Goal 6, Section 3(j)(i)
13. The commitment of FPAC, FPAC Members, and ENGOs to jointly and/or individually develop and publish articles in agreed-upon relevant trade journals and other media describing the CBFA and progress under it.	Goal 6, Section 3(j) (iv)
14. The FPAC, FPAC Member, and ENGO commitment to establish a joint website describing the CBFA and progress under it through the posting of the independent progress reports and all jointly produced material.	Goal 6, Section 3(j) (vi)
15. The FPAC, FPAC Member, and ENGO commitment to publicly release the independent progress reports that summarize progress and provide updates on activities.	Goal 6, Section 3(j) (vii)
16. The FPAC, FPAC Member, and ENGO commitment to proactively address and respond to third parties that they are associated with by membership or otherwise that take a position or make public statements contrary to the principles and intent of the CBFA.	Goal 6, Section 12

Appendix C

Project Management Milestones – Ongoing Compliance Requirements

The CBFA Project Management Milestones with Ongoing Compliance Requirements are as described in the following table:

Milestone	Completion Date
Goal 1 – Forest Practices	
1. FPAC Members complete implementation of the world-leading forest practices to be established under Goal 1.	Month 18 and ongoing thereafter
Goal 2 – Protected Areas	
2. Until governments legally establish protected areas for Phase 1 protected areas planning regions, FPAC Members implement, to the extent practicable without government approval, the CBFA proposed protected areas developed for Phase 1 protected areas planning regions (CBFA reference: Goal 2, Section 5(f)).	Month 11 and ongoing thereafter
3. Until governments take action to legally establish protected areas for Phase 2 protected areas planning regions, FPAC Members implement, to the extent practicable without government approval, the CBFA proposed protected areas developed for Phase 2 protected areas planning regions (CBFA reference: Goal 2, Section 5(f)).	Month 19 and ongoing thereafter
4. Until governments take action to legally establish protected areas for Phase 3 protected areas planning regions, FPAC Members implement, to the extent practicable without government approval, the CBFA proposed protected areas developed for Phase 3 protected areas planning regions (CBFA reference: Goal 2, Section 5(f)).	Month 30 and ongoing thereafter
Goal 3 – Species at Risk	
5. Until new government Caribou action plans are completed in a manner consistent with CBFA proposed Caribou action plans for Phase 1 herds, FPAC Members implement, to the extent practicable without government approval, the CBFA proposed Caribou action plans developed for Phase 1 Caribou herds (CBFA reference: Goal 3, Section 8(g)).	Month 8 and ongoing thereafter
6. Until new government Caribou action plans are completed in a manner consistent with CBFA proposed Caribou action plans for Phase 2 herds, FPAC Members implement, to the extent practicable without government approval, the	Month 17 and ongoing thereafter

Milestone	Completion Date
CBFA proposed Caribou action plans developed for Phase 2 Caribou herds (CBFA reference: Goal 3, Section 8(g)).	
7. Until new government Caribou action plans are completed in a manner consistent with CBFA proposed Caribou action plans for Phase 3 herds, FPAC Members implement, to the extent practicable without government approval, the CBFA proposed Caribou action plans developed for Phase 3 Caribou herds (CBFA reference: Goal 3, Section 8(g)).	Month 30 and ongoing thereafter
Goal 4 – Climate-Friendly Practices	
8. In areas where FPAC Members are harvesting primarily for biomass, FPAC member companies implement best practices for biomass harvesting in harvest plans (CBFA reference: Goal 4, Section 2(f)(iii)).	Month 18 and ongoing thereafter
Goal 5 – Industry Competitiveness	
9. FPAC, FPAC Members, and ENGOs develop and implement a strategy to secure the adoption by governments of the policies developed under Milestone 47.	Month 18 and ongoing thereafter
10. FPAC, FPAC Members, and ENGOs develop and implement a strategy to jointly advocate for and support policies and regulatory improvements and promote capital investment in forest sector technologies and equipment that produce both environmental improvements and economic benefits to companies, including current and new products and processes (CBFA reference: Goal 5, Section 2(b)).	Month 13 and ongoing thereafter
11. FPAC, FPAC Members, and ENGOs develop and implement a strategy to provide advice on emerging R&D priorities and investments to facilitate “green recovery” and forest sector competitiveness (CBFA reference: Goal 5, Section 2(c)).	Month 16 and ongoing thereafter
12. In a manner consistent with Goal 4, FPAC, FPAC Members, and ENGOs develop and implement a strategy to foster the integration of bioproducts and bioenergy within the traditional forest industry (CBFA reference: Goal 5, Section 2(d)).	Month 16 and ongoing thereafter
13. FPAC, FPAC Members, and ENGOs develop and implement a strategy to identify and act on opportunities to work with local secondary manufacturing to maximize, to the extent practicable, the degree of manufacturing that takes place within forest-dependent communities and surrounding regions (CBFA reference: Goal 5, Section	Month 24 and ongoing thereafter

Milestone	Completion Date
2(e)).	
14. FPAC, FPAC Members, and ENGOs develop and implement a strategy to support the development of the non-timber forest products (NTFP) industry (CBFA reference: Goal 5, Section 2(f)).	Month 16 and ongoing thereafter
15. FPAC, FPAC Members, and ENGOs develop and implement a strategy to work together to facilitate capacity building and engagement of forest communities (CBFA reference: Goal 5, Section 2(g)).	Month 24 and ongoing thereafter
Goal 6 – Marketplace Recognition	
16. In any advocacy work and other communications expressing a preference for a particular forest certification program or its certified products, or commenting on other programs or products certified under other programs, where such advocacy or communications would objectively be viewed as pertaining exclusively to certified forest products from the Boreal (as opposed to elsewhere), ENGOs, FPAC, and FPAC Members expressly acknowledge forestry operations of FPAC Members in the Boreal as positive examples of Boreal Forest management (CBFA reference: Goal 6, Section 3(e)(i)).	Upon substantial completion of the ecological elements ⁵ of the CBFA and ongoing thereafter
17. In any advocacy work and other communications expressing a preference for a particular forest certification program or its certified products, or commenting on other programs or products certified under other programs, where such advocacy or communications would objectively be viewed as pertaining to certified forest products from the Boreal (as opposed to elsewhere), ENGOs, FPAC, and FPAC Members expressly acknowledge on-the-ground practices under the CBFA as being ecologically equivalent (or, where applicable, superior) to their preferred forest certification program (CBFA reference: Goal 6, Section 3(e)(ii)).	Upon substantial completion of the ecological elements of the CBFA and ongoing thereafter
18. ENGOs actively support products from the Boreal operations of FPAC Members as climate-friendly relative to substitute products in a manner consistent the joint life-cycle analysis (CBFA reference: Goal 6, Section 3(g)).	Upon FPAC, FPAC Members, and ENGOs finalizing a white paper on a life-cycle analysis of forest products from the Boreal as compared to other substitute products (see CBFA Goal 4, Section 2(c)), and FPAC Members assess

⁵ As per the definition of substantial completion of the ecological elements of the CBFA, substantial completion will be achieved upon completion of Milestones 17, 23, 25, 27, 32, 36, and 38.

Milestone	Completion Date
	the GHG footprint of their Boreal products (see Milestone 43 and Milestone 44) and ongoing thereafter
19. With the goal of identifying and securing new customers, where ENGOs are aware of a customer looking to further support conservation outcomes in the Boreal through their purchasing decisions, ENGOs will facilitate direct meetings between operator(s) and customer(s) (CBFA reference: Goal 6, Section 3(j)(iii)).	Upon full completion of the ecological elements of the CBFA and ongoing thereafter.
20. ENGOs communicate their recognition and support for forest products from the Boreal operations of FPAC Members as ecologically responsible sources of supply (CBFA reference: Goal 6, Section 3 (f) (iii)).	Upon substantial completion of the ecological elements of the CBFA and ongoing thereafter
21. FPAC and ENGOs implement the joint strategy and milestones for identifying and securing new customers in green market niches for products from the Boreal operations of FPAC Members.	Upon full implementation of the ecological elements of the CBFA and ongoing thereafter
22. A meaningful demonstrable increase in marketplace support for FPAC Members (e.g., strengthened customer relationships, increased market share) can be directly attributed to implementation of the CBFA.	Upon substantial completion of the ecological elements of the CBFA and ongoing thereafter